

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms

General Edward C. Meyer, 1979-1983
General John A. Wickham, Jr., 1983-1987
General Carl E. Vuono, 1987-1991
General Gordon R. Sullivan, 1991-1995

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The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms (1997). Thoughts on many aspects of the Army from the Chiefs of Staff from 1979-1995: General Edward C. Meyer, 1979-1983; General John A. Wickham, 1983-1987; General Carl E. Vuono, 1987-1991; and General Gordon R. Sullivan, 1991-1995. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. All material is from each CSA's *Collected Works*, a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, articles, letters, Congressional testimony, and edited White Papers. [This book also includes the 1995 IMCEN books *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, and *General Edward C. Meyer: Quotations for Today's Army*.] Useful to all members of the Total Army for professional development, understanding the Army, and for inspiration. 91 pages.

The Sergeants Major of the Army: On Leadership and The Profession of Arms (1996, 1998). Thoughts from the first ten Sergeants Major of the Army from 1966-1996. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Useful to all officers and NCOs for professional development, understanding the Army, and for inspiration. Note: This book was also printed in 1996 by the AUSA Institute of Land Warfare. 46 pages.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success (1997). Thoughts and advice from senior officers and NCOs on key Army officer/NCO relationships. Includes chapters on the platoon leader/platoon sergeant, company commander/first sergeant, battalion commander/battalion CSM, and overall officer/NCO relationships. Scope includes several centuries of military experience. Useful for officers and NCOs at all levels. 1st edition 50 pages; 2nd edition 48 pages.

The Noncommissioned Officer Corps on Leadership, the Army, and America; and The Noncommissioned Officer Corps on Training, Cohesion, and Combat (1998). Two books of NCO wisdom and experience from the days of the Romans to 1997. Useful for all NCOs, officers, and soldiers. Also useful to young officers for their professional development, to better understand the Noncommissioned Officer Corps, and to benefit from NCO experience. 72 and 77 pages.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders (1995, 1996). Focuses on leadership and the effective staff support of leaders and units. Material is based on the writings of senior officers, senior NCOs, practical experience, and an analysis of the Army's leadership and staff manuals from WWII to the 1990's. The leadership chapters apply to leaders at all levels. The chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command from the battalion commander through squad leaders. 224 pages.

The US Army Noncommissioned Officer Corps: A Selected Bibliography (1998). A bibliography of significant NCO-related materials. 34 pages.

Electronic copies of the above books are available in two ways:

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To the reader:

In this book four Army Chiefs of Staff talk to you. You can use their thoughts for professional development, for insights on leadership and command, for lessons gained from the Army's experience in peace and war, to understand the challenges each Chief of Staff faced and how he met those challenges, to understand how the Army has developed, and for inspiration.

The period reflected in this book, 1979-1995, is important in the history of our Army, for it includes the building of the Army of the '80s which fought the Gulf War, the ending of the Cold War, and the positioning of our Army to meet the challenges of the 21st century.

The quotations in this book came from the *Collected Works* of General Edward C. Meyer, General John A. Wickham, Jr., General Carl E. Vuono, and General Gordon R. Sullivan. Each *Collected Works* is a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, congressional testimony, interviews, published articles, selected correspondence, letters to general officers, and edited white papers.

The thoughts of our Chiefs of Staff are an invaluable legacy that can assist leaders at every level to meet the challenges of today and tomorrow. We hope this book will help you to learn and build on the wisdom and experience of these great leaders!

Michael L. Selves
Director of Information Management
Headquarters, Department of the Army

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General Edward C. Meyer

**United States Army Chief of Staff
June 1979- June 1983**

General Edward C. Meyer served as the twenty-ninth Chief of Staff, United States Army. All the quotations in this chapter are from his collected works, entitled *E. C. Meyer, General, United States Army Chief of Staff June 1979- June 1983*.

Subjects

The Army
The Army- The Human Dimension
The Army- Relationship with The Nation
Band- Army
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Change
The Chaplain
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Climate
Cohesion
Combat/Winning the Battle
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Leadership and Management
Loyalty
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Mobilization
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The Profession of Arms
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Respect
Service
Soldiers
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Staff
Standards
Support
Technology
Thinking
Time
Training
Unity- National
Values
Vision
War
Work- Building On

The Army

The heart of [our] task is the support and defense of the Constitution; ergo, the preservation of our national values through preparation for war. -p. 120

Our national purpose is, of course, not war, but the concerted effort to avoid war by interrupting the chain of events which link change to conflict. -p. 376

In an imperfect world in which there is evil...there is a need to counter that evil in order to protect your own people. -p. 331

One, war is evil. Two, it would be preferable if there were no threats in the world. Three, there are threats in the world; therefore, it is not possible to do away with the need for armies, policemen or firemen; so there is [the] requirement for people to deter or to be able to respond. -p. 331

The Army of the future is essentially what I [as Chief of Staff] will be charged with by history- whether or not the Army created during my tenure is up to the task of the decade ahead. -p. 157

[The] best Army must be...*flexible...technologically competent...strategically deployable [and] tactically sound.* -p. 323

It is not the big armies that win battles; it is the good ones. -Marshal Maurice de Saxe, p. 283

The Army provides...the capacity for sustained land warfare.... A vital national institution. -pp. 332, 311

The Army- The Human Dimension

The community of Army people, the Soldiers, their families, and our civilian workforce [constitute] a mosaic of individual talents, concerns, and capabilities united by a shared sense of purpose. -p. 64

The Army can be only as good as the men and women who comprise it. -p. 31

People are not in the Army, they are the Army. -Gen Creighton Abrams, p. 2

The Army- Relationship with The Nation

An Army does not fight a war, a nation does. -p. 206

Nothing so disturbs the Soldier's dedication and service to the ideals of this nation than an insecurity in the domestic support extended to him. -p. 42

Close bonds and a special relationship must endure between the military and society if we're to be an effective instrument of national power. -p. 228

Preparedness requires the involvement of the military with the American society throughout, so that at critical transition in history there's no last gasp attempt to close that gap. -p. 231

What we need is an agreement within the Congress, within the administration, and among those of us who are responsible for planning the use of military forces, on what priorities are; and then we must continue our commitment to fulfilling them. -p. 165

[It is a] too often forgotten fact that when the United States Army...is committed, that the American people themselves are committed.... When the American people drop that commitment, then the Army cannot remain committed. Our Army does not exist to serve itself, but...to serve the American people. That's important for us to understand at this instance in history. It's easy for people to be patriotic when the enemy hits you aside of the head with a 2x4, or there's a bombing of Pearl Harbor, but it's more difficult to feel the need for sacrifice in more ambivalent circumstances. -p. 230

Band- Army

The Army Band is [the best] spokesman for the Army. -Carol Meyer, p. 310

Caring

While Soldiers entrusted to you will care about what you know, they will also certainly know by your actions whether or not you care about them. In fact, their continued association with the Army, will depend on their knowing that they count as individuals. -p. 312

[The soldier] needs the security of knowing that he is valued. -p. 9

Invariably when a Soldier has a problem, it's his first-line supervisor or first-line leaders who determine whether the Soldier thinks the Army cares. -p. 336

Soldiers who are assumed to solve their own problems will in turn assume nobody cares. -p. 3

Change

[We must] manage change, instead of being managed by change. -p. 231

No plan survives contact with the enemy. -von Moltke, p. 88

The Chaplain

The chaplain, like the artillery, is never held in reserve. -p. 4

Civilians

Our civilian employees...are a very real part of the Army's warfighting capability. We rely on civilians for a major share of our total peacetime support effort and to perform nearly three-quarters of the tasks needed to run Army bases. -p. 62 (February 1980)

The U.S. Army is absolutely dependent upon its civil servants to ensure the sustainability of the force through our depot and base systems and to ensure the readiness of the force. -p. 175

The Army's civilian workforce is absolutely critical to the successful accomplishment of our mission. -p. 177

Climate

Battalion and brigade commanders...have to take the role of teacher [and must recognize that people] are going to make mistakes. By doing that they are going to learn. Two months or three months from now that whole unit will be better. That's the climate I believe we need to create. -p. 331

But of even greater importance is *the quality of the soil in which we plant and raise that seed.* -Gen Meyer referring to soldiers when they first join the Army, p. 215

Maintenance of a continuous ability to go to war is my foremost goal as Chief of Staff. Integral to that preparedness is my second goal- the creation of an environment within which each Soldier and each civilian finds fulfillment through individual development, both personal and professional...a climate within the Army that permits each individual to have the opportunity to fulfill himself to his total capability. -pp. 106, 12

I believe very strongly in loyalty within the organization, but I also feel that loyalty requires me to protect the guy down in the bowels- who has a different idea than I do- against the other people in the organization who think that there is only one way to go. I would try to create that environment within the Army so that there is the opportunity for free flow of information up and down. -p. 308

Cohesion

One of the keys to developing cohesion...is the existence of a common threat; or in its absence, the structuring of a common challenging experience for your units. -p. 110

The cohesion that matters on the battlefield is that which is developed at the company, platoon, and squad levels.... The Soldier must experience that sixth sense, the belonging to a group, to a unit. -pp. 58, 132

Cohesion needs the heat of stress to take effect. -p. 110

Cohesion is a product of policy and actions at all levels to establish strong interpersonal bonds which mold a unit into a cohesive team. -p. 56

Some units appear to offer extraordinary support to soldiers, permitting them to psychologically sustain intense levels of conflict.... Studies of effective units reduce to the following tenets: the need for a bonding process with one's fellow Soldiers, trust in one's leaders, support from home, and confidence in the unit's power. -pp. 243, 244

What enabled [Soldiers] to attack, and attack, and attack week after week in mud, rain, dust, and heat until the enemy was smashed?... This drive was more a positive than a negative one. It was love more than hate. Love manifested by (1) regard for their comrades who shared the same dangers, (2) respect for their platoon leader or company commander who led them

wisely and backed them with everything at his command, (3) concern for their reputation with their commander and leader, and (4) an urge to contribute to the task and success of the group and unit... -a study of American soldiers in the Tunisian campaign, p. 243

(See also Loyalty; Training)

Combat/Winning the Battle

The first stage of combat is fought in the minds of prospective opponents. -Gen Meyer paraphrasing George Washington, p. 38

In the Korean War...I was a 2nd Lieutenant, commanding a company. I had a corporal as a platoon leader, a sergeant as a platoon leader and one other sergeant in the company. That's not the way you want to go to war, but that's the way you may have to go to war. So we have to train our people the best we can so we're able to perform in whatever manner we're called upon. I've always been amazed at what individuals can do when they have to when called upon, particularly in combat. -p. 30

If our people are convinced we are in a just war, if you have the kind of morale in this country that comes from thinking a war is worth fighting and winning, we will win it. -Senator William Proxmire, p. 75

It is the quality of...units which in the end determine a nation's success on the battlefield. -p. 242

Command

Command is a privilege...the fulfillment of a Soldier's career. -pp. 163, 111

The commander leads by assessing his resources and establishing his goals and tasks sufficiently ahead to focus the organization on accomplishment of the mission. Those who long for the "good old days" neglect the opportunity to write their own chapters in history. -p. 6

You can tell the difference when a brigade or battalion commander comes in...with a long-term approach rather than to try to run 100 miles an hour. It puts him in a teaching mode as opposed to in a directive mode. I believe that's very critical...because you have to

develop subordinates... [that] is our principal responsibility. -Gen Richard Cavazos, p. 330

Command Presence

I do not normally preschedule my visits to installations about the country. While this may cause increased anxiety levels for post and unit commanders, it minimizes the potential diversion of Soldier assets to externals. -p. 5

Communication

Communications dominate war; broadly considered they are the most important single element in strategy, political or military. -Alfred Mahan, p. 215

Too often we place the burden of comprehension on those above or below us- assuming both the existence of a common language and a motivation. -p. 88

Constructive Focus

The problems and difficulties of life are present to test our mettle as rational creatures. The winners in this challenge are not those who contentedly curse the darkness, but those who in their own way light a small candle toward improvement of the general welfare. -p. 10

You've got to go from where you are. You've got to do the best with what you have. -p. 20

Courtesy

The *Washington Star* of 14 April 1981...had a great one-picture summary of General [Omar] Bradley. It was a cartoon by Bill Mauldin, in which he had General Bradley sitting in the front seat of a jeep. Of course, there were his famous Soldier characters, Willie and Joe, who Mauldin used to convey very fundamental things about what soldiering was all about. He did it very well. In this cartoon, he had General Bradley sitting in the front seat of the jeep, with four stars on the license plate. Willie is saying to Joe, "he can't be a general." He said, "please." -p. 195

Credibility

Be absolutely honest and open with Congress.... As soon as your credibility is gone with Congress, you've lost your ability to influence. -p. 328

Criticism

I expect [commanders to] make your views known regarding the shortcomings you observe- that's healthy and desired. Mother Army needs to be exercised by concerned commanders to remain aware and responsive. -p. 107

Decision Making

Up to the point of decision, you have the right, indeed, the obligation, to lay out your views clearly. Once the decision is taken, you have the responsibility either to salute or to leave. -p. 194

There are four filters I use as I look at alternatives. I call them my "to do what," "to do when," "to be done by whom," and "to do how" filters. -p. 301

Deterrence

To the extent we do not structure and posture forces in accordance with our declaratory deterrent policy, we invite the very war we seek to deter. -p. 52

Discipline

To prepare for its vital role, the military must insist upon a respect for duty and a discipline without counterpart in civilian life. -The Supreme Court, p. 120

Divesting

The absence of a profit-oriented performance system in government makes it conceivable, indeed inevitable for a time, that governmental organizations will live beyond their useful lifetimes. -p. 87

Doctrine

Doctrine is not history. Doctrine is the future. -p. 324

Drug and Alcohol

The biggest impact [of drug use] on readiness is alcohol.... Alcohol decreases the capability of the soldier to be able to do his job, and has the biggest impact on the number of days away from work. -p. 232

Education

The educational system we have within the Army permits us to stretch the minds and the attitudes of our future leaders to the utmost. -p. 222

Data or knowledge...is not synonymous with wisdom.... Education...is most meaningful if it has imparted...an ability to accept, test, classify, and reason from new bits and pieces of information. -p. 207

Enthusiasm

Maintain...inward enthusiasm toward your pro-fession, toward the Army. It's amazing how much success comes from enjoying what you do. -p. 86

Equal Opportunity

We must continue...to set the standard for the nation in ensuring that racial and sexual barriers are truly eliminated. Our recent review of the role of women in uniform is a case in point. Many of our policies here-to-date ensured that women would fail. That needed to be changed. Clearly women have earned the right to be partners in uniform. We plan on clearing the air on how that can best be accomplished. -p. 325
Women are absolutely essential to what we're going to do in the Army. -p. 337

Example

In the final measure, nothing speaks like deeds. -p. 379

Families

Our successes are often made possible and our disappointments tolerable because of the support given us by our spouses. -p. 22

We recruit Soldiers, but we retain families!! -p. 123

You must look well beyond the bare-bones of your relationships to give them richness, completeness, and meaning. -p. 208

Concerned hearts and generous hands creatively joined can compensate for much in our special way of life, but they do need material assistance. -p. 322

The Army wife has always sought to reach out to her Army community. -p. 124

Fitness- Physical

Soldiers who are physically fit are going to enjoy their lives more. They're going to be able to do their jobs better. They're going to have less sick time, which helps them and the Army [and they will] be around longer. -p. 337

Force Multipliers

[Force multipliers include:] our evolving concept of how to fight on the modern battlefield...the far more capable equipment we are now either fielding or developing....our investment in good units and good Soldiers....strategic mobility....collective security and Security Assistance [and] improving Special Operations Forces. -p. 343

(See also Intelligence, Resources, Support)

Freedom

Our freedom to abide by an inner vision, our opportunity to meet some personal challenge- is entirely dependent upon our nation remaining free. -p. 385

There are but a handful of nations that possess the freedoms we possess. -p. 201

[George Washington was] a man who established what the American personality can be- what it should be- what it must be- if we are to survive- prevail- grow in

our hard-won freedoms- and pass them on intact for succeeding generations. -p. 260

Humor

When I was first assigned to the 25th Armored Rifle Battalion, the commander had been in the Army a long period of time. But he hadn't learned very well how to remember things, so he used to jot down notes on 3x5 cards. Whenever he'd get up to speak, he'd always use these 3x5 cards. We were having our first Hail and Farewell and he was saying goodbye to his Adjutant who, at that time, had been his Adjutant for four and a half years. He said, "We're gathered together tonight to say goodbye to er- (glancing down at his cards)- Major and Mrs. Smith. Major Smith has been my, er (glancing down at his cards)- Adjutant- for the last, er (glancing down at his cards)- four and a half years. While he was the, er (glancing down at his cards)- adjutant- he did, er (again glancing down at his cards)- a very good job. He's going off to, er, (once again, glancing down at his cards)- Ft. Lewis, Washington. He goes with our best wishes and those of our Lord, er (finally, a last glance at his cards)- Jesus Christ." [The lights went out briefly at this point.] I'm sorry Father, and you too, Lord... -p. 29

Idealism

I'm proud of the American soldiers, the sailors and airmen who have joined on a volunteer basis to man our forces today. I'm also proud of our young Americans who are serving in other capacities- in VISTA, in the Peace Corps, community programs and all the forms of personal and institutional programs we have- and the way in which they're able to show their American idealism through such outreach. -p. 231

Ideas

Having a good idea is only the point of departure. -p. 301

Those extraordinary men who founded our nation...swore their fortunes, their sacred honor- their very lives- for the sake of an idea. -p. 385

Influence

How do you influence ensuring that...change takes place? You have to attack...when the paper is blank. The time you strike hardest is...when there are a lot of

people coming in with a lot of blank sheets.... You influence people by being there at that point in time when they are looking for the idea and seeing that you have someone there to plug that idea in. -p. 328

The selection of key subordinates is an invaluable tool to influence affairs. -p. 381

[Another] way to influence Congress is to get them out to see Soldiers. Soldiers have a better impact on congressmen than you or I will ever have. -p. 328

(See also **Credibility**)

Intelligence- Military

Intelligence, properly applied, [is] one of the key force multipliers available to the nation. -p. 136

[Electronic Warfare is] a combat force multiplier.... Using EW on the battlefield [should be] as automatic as using artillery fires. -pp. 112, 111

We have improved our ability to see in depth on the battlefield with satellites. -p. 149

We need to lay out the issues of interoperability with our allies to determine how we protect national interests, while at the same time enhance alliance capabilities. Such issues of interoperability need to be addressed prior to the acquisition of new systems. -p. 22

Leadership

How concern and respect are manifested by each of us is the essence of leadership. Just as there are two types of diamonds- gem and industrial quality- there are two types of leadership. The first type, the gem quality, is functional if we only desire our leadership to appear beautiful. The second, or industrial quality- though not cleaved, faceted and polished- is the more functional because its uses are creative. The Army's need is for the industrial quality, the creative quality of leadership.

Just as the diamond requires three properties for its formation- carbon, heat and pressure- successful leaders require the interaction of three properties- character, knowledge and application.

Like carbon to the diamond, *character* is the basic quality of the leader. It is embodied in the one who, in General Bradley's words, "...has high ideals, who stands by them, and who can be trusted absolutely."

Character is an ingrained principle expressed consciously and unconsciously to subordinates, superiors and peers alike- honesty, loyalty, courage, self-confidence, humility and self-sacrifice. Its expression to all audiences must ring with authenticity.

But as carbon alone does not create a diamond, neither can character alone create a leader. The diamond needs heat. Man needs *knowledge*, study and preparation. The novice leader may possess the honesty and decisiveness of a General Marshall or Patton; but if he or she lacks the requisite knowledge, there is no benchmark from which that character can take form....

The third property, pressure- acting in conjunction with carbon and heat- forms the diamond. Similarly, one's character, attended by knowledge, blooms through *application* to produce a leader. -p. 104

Teamwork is born of leadership. -p. 312

You can fool your superiors, but you can not fool your peers or your troops. -p. 289

Is there a need for a renaissance in the art of military leadership today? I think so. Not because I sense an Army starved for adequate example, but because the circumstances have been such over the past several decades that confusing models vie for attention. Some are woefully deficient and totally inappropriate for tomorrow's battlefield. -pp. 101-102

[Focusing] commander and noncommissioned leadership on the peculiar responsibilities incumbent on them [builds and maintains] vibrant units. -p. 246

Leadership- The United States

The United States is now the point man in the world. -p. 43

Probably...we don't yet as a people recognize fully the burden of leadership thrust upon us. -p. 201

Leadership and Management

Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead, and good military leaders must manage. Both qualities are essential to success. -p. 103

The *leadership* goal and the *management* goal occasionally become confused in the minds of our

officers. In an effort to simplify the difference let me say that your success will be a function of your ability to lead people and manage resources. -p. 290

Every job at every level demands a complement of leadership and management skills. -p. 379

We need to discuss openly the fact that we have been lavish in our rewards to those who have demonstrated excellence in sophisticated business and management techniques. These talents are worthwhile to a leader, but- of themselves- they are not leadership. -p. 102

Techniques which work well for the management of resources may prove disastrous when substituted for leadership on the battlefield. Conversely, techniques which work well for the battlefield may prove disastrous when substituted for management.... To the degree that such systems assist efficient operation, they are good. To the degree that they interfere with essential relationships between the unit and its leader, they are disruptive. -p. 103

That for which Soldiers are willing to sacrifice their lives- loyalty, team spirit, morale, trust and confidence- cannot be infused by managing. -p. 103

Managers can put the most modern and well-equipped force into the field. They cannot, however, manage an infantry unit through training or manage it up a hill into enemy fire to seize an objective. -p. 103

Shortly after I became the Army Chief of Staff, I happened to be leafing through the message traffic that I routinely see each morning, when I came across one announcing that the Army was going to have a conference on the management of leadership. Well, I must admit that having been sensitized by much criticism directed at the Army, and the other services, and industry- that we are turning into a group of managers as opposed to leaders- that I reacted rather heatedly.... Within the hour the conference was cancelled. We weren't going to manage leadership on my watch! -p. 378

Loyalty

Officers must understand that loyalty downward breeds cohesion and must ensure that a climate of loyalty- upward and downward- is established. -p. 56

(See also Climate)

Maintenance

The key to good maintenance is training. -p. 202

Any system which is not easily workable at the lowest level subverts the true purpose of maintenance. -p. 321

Management

Our management goal...centers on the efficient and effective stewardship of resources. -p. 378

If there's any common complaint I receive, it's the administrative overload in the companies and elsewhere. -p. 21

The system must serve us, not we it. -p. 89

Mobilization

It's how we take those pieces [Active and Reserve Component units], pick them up and move them someplace, and once there having the ability to support them, that constitutes mobilization. -p. 19

NCOs

Unit success comes only from individual commitment to a team effort. Both the individual training effort and team-building demand a strong cadre of qualified trainers. These are the Army's noncommissioned officers. -p. 58

NCO are grown, not hired.... We can't buy dedicated noncommissioned officers. -pp. 127, 2

Good discipline, good training, and good maintenance begin with [NCOs]. -p. 321

The NCO Corps is the backbone of this Army and it needs sturdy fiber. -p. 9

That period of time when we served as company commanders and platoon leaders at the cutting edge of the United States Army...is really the best. It's that exciting time when you're developing personally, the time when you have the opportunity to work hand-in-

glove with young Soldiers, and of course, the old NCOs, who teach you at their knee or with the tip of their boot- whatever way suits best. -pp. 83-84

The school of the Soldier is still the unit- explicitly his NCO. -p. 109

[In answer to the question] about the quality of the people coming into the Army today.... First, I don't ask a second lieutenant the question because he has no sense of perspective. Second, I don't ask a general because he is too closely involved in all of its aspects. The best source, in my judgment, is the noncommissioned officers who are able to compare today's situation with ten years ago. -p. 66

(See also Professionalism/Professional Development)

Organizational Structure

As we define individual roles of authority to make the system function, do we collapse the bounds of our individual and organizational responsibilities? -p. 89

You need to look for and use any means which helps break down the vertical discrimination endemic to hierarchical organizations. Organizational layers, which serve useful purposes in one sense, also act to inhibit the free flow of ideas and information throughout an organization, and that constitutes a major blockage to the development of a shared vision. Unless this blockage is consciously addressed, one of a number of predictable consequences result: (1) good ideas are missed, (2) goals are unintentionally misunderstood, (3) or the most frightening of all, deliberate failure can occur: half-hearted trials borne of a lack of belief or misunderstanding, virtually certain to "fail positively," to disprove the germ of a good idea. -p. 381

Power

Armies have always existed for one ultimate purpose: to go to war. For the U.S. Army, fulfillment of our major mission- deterrence- depends on our possession of real military power capable of effective employment. -p. 5

American military power today is comprised of two components. One is real and usable military capability. The other is the existence of credible American

commitment.... Three factors affect a nation's ability to project power: geography, capability, and will. -pp. 139, 39

Military power is not- nor should it be- the only arrow in the quiver of our national security means. But it is an arrow which we must have. And it needs to be straight, it needs to be sharp, and it needs to be immediately available. -p. 227

Preparedness

Life on the battlefield is short for the unprepared.... "He who prepares only for a short war is likely to get one." -pp. 6, 51

Prepare your units to go to war. No mission or requirement precedes this. -p. 106

The Army War College, was founded by Elihu Root "...not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression." -p. 5

The cushion of warning is compressed greatly from what it was in World War II. -p. 78

What makes [this] era one of extreme hazard is the elimination through technology of those time and distance factors which historically have been intrinsic elements of our national defense. No longer do oceans provide a barrier to hostile weapons, or a guarantee of a respite for preparation following hostilities. Today, more than ever before, we must be prepared in peace to avoid the occurrence of war. -p. 79

The decade...beginning as it does with evident hazard to critical national interests, looks to be a time of challenge, a time of continuing potential crisis. Such situations pose great dangers. For the nation prepared, they also provide great opportunities. -pp. 60-61

Principle

It only now remains...to act up to those principles [of the United States] that we may gain respect abroad and ensure happiness and safety to ourselves and to our posterity. -George Washington, p. 260

Priorities

If there is an inversion of priorities at the command level, it will wash through a unit. -p. 109

Procurement

Goldplating [is] a rightful concern of every American citizen. It's also a rightful concern for the Chief of Staff.... If it were possible to buy cheap, dirty weapons that worked, I would buy cheap, dirty weapons that work. But I always reflect on my experience in the 40th Division when we were sent into Korea for the first time and came up against a Chinese tank. Now first of all, you've got to remember that a soldier, an infantryman, doesn't have any armor on. He's just got a little epidermis there. And by the time he decides that he has enough courage to stand up and aim a rocket launcher at a tank, he's already used up most of his courage. At that point in time...we had a 2.36-inch rocket launcher. For those of us who finally got enough courage to stand up and fire, we saw the rocket bounce off the front of that Chinese tank. Most of your muscles tightened up very, very quickly, I'll tell you that. So I would tell you that the difference between a 2.36 and 3.5-inch rocket launcher- that 1.14 inches which gave that weapon on the battlefield the capability of being successful against the threat- is hard for me to characterize as goldplating. It was absolutely essential. -p. 229

The Profession of Arms

The profession of arms is a noble profession. The great task of each professional officer is to preserve our institutions through his teaching and example, and to pass on to those who follow his dedication to the profession of arms. -p. 10

Being a Soldier is different- not an occupation, but a profession, a calling. -p. 86

Professionalism/Professional Development

The heart of our Army is in our companies, troops and batteries.... The professional competence of our leadership [is] built upon experience at [that] level. The future potential of each leader is ultimately predicated upon hard experience in unit administration and technical proficiency gained in our troop units at firing ranges, maneuvers, shops and motor pools. The officer or noncommissioned officer who has mastered

the school of hard knocks in mud and dust and knows the Soldier, our equipment and administration, develops priceless assets which become the foundation of professional competence. -p. 42

I encourage you to get yourself and your subordinates out in front of the Army's problems and to nurture the development of original thought and active discourse on the issues we face. The Army's professional journals need and welcome the results of innovative thinking and unorthodox applications at all levels. Reward the original thinker. -p. 111

Staying abreast of and anticipating the changing nature of [your] work will remain the fundamental measure of your ability to contribute. -p. 377

A professional ethic...must be internalized individually by each of us. -p. 193

Professions [can] expect no hope of survival with anything like their present freedom without the recovery of both mental *and moral* force. -Gen Meyer paraphrasing Jacques Barzun, p. 205

It is *immoral* not to be professional at our jobs. -p. 325

Protecting Units

We must all be heat shields for our subordinates and must insist they be the same for theirs.... Commanders at every level need to become "heatshields." -pp. 123, 31

(*See also Training*)

Public Affairs

[The Army] can't exist without public understanding and support; we can't fight without Soldier understanding and support; a commander cannot command without a good public affairs effort. -p. 32

Purpose

If you understand the big picture, you are far more likely to understand how important your particular role is in causing that vision to materialize. -p. 52

Large, diversified and highly decentralized organizations need some sense of constant purpose and direction. -p. 378

So as not to dilute the effort, one must be selective, keep the issues fundamental. -p. 381

The genius of this nation is not in the least to be compared with that of the Prussians, Austrians, or French. You say to your soldiers, "Do this," and he doeth it; but I am obliged to say "This is the reason why you ought to do that," and then he does it. -MG Frederick von Steuben (and former aide-de-camp to Frederick the Great) in a letter about American soldiers during the American revolution, p. 383

Readiness

We must be ready today, and we must be astute enough to be ready tomorrow. -p. 1

We have to be sure that we are ready every day, and we can't mortgage the future by peaking today's readiness. -p. 303

The biggest obstacle to readiness is turbulence.... Greater stability within units is key in our search for improved readiness. -pp. 167, 245

(See also **Civilians, Drug and Alcohol**)

Recruiting

Recruiting is not only the job of the recruiter, but also the responsibility of the commands, the commanders, and the individual members of the Army team. -p. 56

Reflecting

Years hence, I want each of you to be able to look back with pride at what the Army was able to accomplish together. -p. 322

Have I Contributed to the Preservation of the Nation, its Institutions, and its Values?... Have I Contributed to the Well-Being of my Fellow Man?... Have I Contributed to my own Personal Growth- Seeking to Develop my Full Potential Physically, Mentally, Spiritually, and Socially?... Have I Contributed to Furthering God's Work Here on Earth? -pp. 208, 209

Reserve Components

The Army is capable of meeting the kinds of scenarios one can conceive only through full integration with the Reserve Components. -p. 24

I speak to every new action officer to remind him...that he's not just in the Active Army, but also in the Reserves. -p. 21

(See also **Mobilization**)

Resources

I believe it's my job to get the resources we need. -p. 30

Priority of resources should be assigned to those items which provide a force multiplier effect for combat, combat support, and combat service support mission areas. -p. 57

Analytical resources and [effort need to be focused] on the essential elements of how to go to war and how to create the Army of the future. -p. 15

Every step we take in one direction has an equivalent impact somewhere else. -p. 130

The management of *public* resources brings with it a unique set of responsibilities: the responsibility to justify the need for resources, the responsibility to compete for their allocation, and the responsibility for scrupulous stewardship. -p. 87

The desirability of minimizing the diversion of dollar resources to ammunition consumption for training purposes challenges us to use substitute training devices for development of weapons proficiency wherever possible. -p. 59

We developed what we considered to be a comprehensive...package which laid out a whole host of proposals with the dollars that were attendant to them. As they went forward, the various elements-within OSD, within OMB and within Congress- took out pieces of the warp or the woof of that fabric so that you ended up, in my judgment, with a ball of fluff there instead of a comprehensive program. -p. 15

I sympathize [with your shortages] but I don't excuse you from the performance of your duties. -p. 9

Respect

Soldiers must honor and respect their comrades and their subordinates. -p. 208

Service

There is a reciprocity due in privilege- the privilege of service. -p. 205

It may be laid down as a primary position, and the basis of our system, that every citizen who enjoys the protection of a free Government, owes not only a proportion of his property, but even of his personal services to the defense of it. -George Washington, p. 139

Service in any capacity in the Army...should have its own rewards. -p. 164

[People] need to develop a personal sense of well-being and confidence...not focused on rewards conferred on them by someone else, but self-rewarding because what they seek and accomplish meets internal goals. There is too much grief in today's Army because too many officers have been brought up to believe that only promotion or selection boards confer honor. I'd have to say that if we individually have to turn to boards and other fabricated measures for personal satisfaction- for a measure of our worth- then somehow we have sighted on the wrong target. By that measure, every one of us will be counted failures eventually. -pp. 178-179

We serve the nation, not ourselves, when we don the uniform. We understand that our focus cannot be on self. We must understand that service is not governed by the clock, but by our obligation to achieve excellence. And we must understand that promotion brings with it not only some added remuneration but, more importantly, the obligation of improved professionalism and increased attentiveness to the development and well-being of subordinates under our charge. -p. 325

Soldiers

Soldiers...want all the things which have typically and traditionally been part of military service- discipline

and hard work toward worthwhile objectives. And they want to feel the pride and satisfaction which accompany membership in any proud organization. - p. 11

Spirit

There is a fundamental spirit unique to Americans at war which transcends every generation. -p. 64

Staff

The keys to your responsibility are as follows:

- C - coordinate
- A - anticipate
- V - verify -p. 37

Sometimes a C+ paper with original thought, available at the time of decision, can prevent me from making a decision which history will grade an "F." Sometimes I cannot await the perfect product of a patient research effort. -p. 37

(See also Training)

Standards

Being the best squad in the platoon or best company in a battalion or being best against the high standards you have set for yourself is far more important in developing an Army than competition which identifies everybody who is not first as a failure or loser. I don't believe in that philosophy. Nor do I think it is healthy for the Army. -p. 219

Standards have to be universal in the Army. Soldiers have to understand what the standards are and know that those standards will be evenly applied. -p. 347

Support

Service support and sustainability add a combat multiplier to our total battlefield capability. -p. 55

Technology

If advantages can be found through technology, we must use them. Many would say that is the principal leverage we must count on in future conflicts. -p. 196

Technology is not our goal, capability is. -p. 223

Thinking

The principal casualties of the in-box mentality are creative thinking, innovative application and reasoned discourse. The assumption that someone out there is doing the thinking and writing is not necessarily correct since subordinates tend to follow leaders' priorities and emphasis. -p. 111

Time

Time is a nonrecuperable asset we cannot afford to waste. -p. 58

Time and one's earnest interest are necessary regardless of method. -p. 103

Commitments of higher headquarters must be projected accurately and sufficiently ahead of time to permit subordinates an opportunity to plan. Once fixed, this allocation should represent commitment of a resource to the subordinate command. -p. 24

Last minute meetings announced at mid-day are illustrative of violations of a prior allocation of time, and are serious infringements upon the functions of leaders. -p. 24

Inconvenience and hardship in the field were viewed as acceptable "if there were some purpose," but Soldiers bitterly resented 12 hour shifts of "busy work," which they found demeaning. "It's like my time isn't worth anything." -Soldier survey, p. 244

The Soldier needs to know that his time is valuable and so regarded by his leaders. -p. 58

(See also Training)

Training

Good training challenges Soldiers. -p. 31

Understrength units, properly trained, can fight like hell. -p. 110

Good leaders recognize that the Soldier's welfare is first served by developing those skills which will permit him and his unit to survive on the battlefield. Those skills are developed through training. And tough training coupled with concerned leadership

builds competence and cohesion into units, units ready to go to war. -p. 9

The chain of command must also exhibit tolerance. Mistakes are inevitable during training. It is training, not testing. Soldiers are there to learn, not to make leaders look good. The responsibility is to teach. We must encourage an environment in which trainers have the freedom to experiment, to make mistakes, correct and learn from those experiences. Equally important, the chain of command must develop the training leadership skills of those leaders who actually conduct training. I look to the lowest echelon with a staff to handle these important responsibilities. In most cases, that is the battalion. Echelons above battalion must set goals, clear the air of detractors, and provide support that is beyond the capabilities of battalion-sized units. The situation is simply this: the whole chain of command must work together as a team to plan, conduct, and support good training. -pp. 233-234

Commanders must determine their priorities and lay out training programs at least 90 days in advance at the brigade level. Once the commitment of time is made to companies- and it should be no less than 30 days in advance- each level of command must act to protect that commitment so that our junior officers, their NCOs, and the individual Soldier understand the task at hand. -p. 58

If you can't lay out your [training] program at least five weeks ahead of time, you are going to have poor training. -p. 145

[Units] must be protected by higher echelons fulfilling their coordinating roles so that changes to training schedules become the exception, not the rule. -p. 58

The Brigade should allocate resources. The Battalion Commander should be the grand integrator, the teacher of his company commanders, the provider of an environment in which they can train their units. You've got to block out their time, advise them of your standards, teach them, screen them from distractions so they have the opportunity to command companies. -p. 109

If your unit has problems at one level, you should train at the next higher level for best results. -p. 109

Commanders must get down to company level and determine [training] conflictors as perceived there. Once identified, conflictors must be tracked upward to

determine where they originated and for what purpose. The reason that we must involve ourselves rather than direct our staffs to address conflictors is that many, if not most, conflictors originate from within our own headquarters, ostensibly to meet the commanders' needs as perceived by the staff. -p. 123

(See also Maintenance, NCOs)

Work- Building On

You hope that those who follow will build on your work just as you built on others. -p. 380

These are exciting times. -p. 1

Unity- National

Unity- national unity- is a resource of incalculable value. I have seen the course of a war fought in the context of national disunity, and so have you. There is no fulfillment in leading American Soldiers into combat while the nation still debates its own conscience- unsure of its goals, and uncertain of its priorities. -p. 42

Values

We must possess a set of values that instinctively guide our decisions. -p. 193

I hope you use...a "*compass*"- *to do what's right...*
The north-pointing arrow on the compass of life is rooted in a set of values. -p. 296

Vision

Creative change requires vision. -p. 205

We must pull together toward some common vision. -
p. 80

War

"The three days of war": the day before the war, where you're there as a deterrent; the day of the war, where you've got to fight; and the day after the war, where you're a chip on the negotiating table. -pp. 19-20

The "spectrum of conflict" [ranges] from counter terrorist operations through World War III. -p. 38

Successful land warfare requires that the Army pursue balanced improvements across all the functional areas: people, equipment, supplies, procedures. -p. 176

General John A. Wickham, Jr.

**United States Army Chief of Staff
June 1983- June 1987**

General John A. Wickham, Jr. served as the thirtieth Chief of Staff, United States Army from 1983-1987. All the quotations in this chapter are from his collected works, entitled *Collected Works of the Thirtieth Chief of Staff, United States Army*.

Subjects

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Cohesion and Unit Strength	Making History
Command	The Medical Profession
Competence	Mentoring
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The Art and Science of The Profession of Arms

The first insight you must understand as you lead your soldiers is that you are practicing an art. Although the profession of arms encompasses both art and science, on the battlefield, the art of war is all important. George Patton concluded the same thing; he said that "Wars may be fought with weapons, but they are won by men." -p. 171

There's been debate over the years about whether the profession of arms is an art or science. I think that the people who have been involved in that debate have missed the point. Fighting and winning will require the very best of both the art and the science of war. -p. 171

The three broad divisions of activity, by which we conduct war [are] *strategy, the operational level of war, and tactics*. Our ability to win in combat will depend upon the way we practice the art of war at each of these levels. -p. 172

The commander's or leader's estimate of the situation and decision making call for solid judgment and even for intuition, what Napoleon called *coup d'oeil* or "stroke of the eye." There is an art to the timing of key decisions, to the commitment of the reserve force, and to the allocation of resources. Finally, there is an art to assessing the intent of the enemy and even of your own commander. Above all else, as I have indicated, leadership- that quality that makes a difference in all of our enterprises- is more art than science. -p. 172

Character

A man of character in peace is a man of courage in war.... One does not develop character in the heat of battle or a moment of crisis. Character grows out of the steady application of moral values and ethical behavior in one's life. -pp. 281, 286

As Aristotle taught- character is a habit, the daily choice of right over wrong.... Integrity and character must be developed in peacetime- they don't come all of a sudden out of the crucible of war; [they] will be tested in the crucible of war. -pp. 281, 144, 190

Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles. Strengthening values will allow us to strengthen our inner self, our bonding to

others, and our commitment to a purpose beyond that of ourselves.... From the character of our soldiers we forge the moral shield of the Army. -pp. 303, 192

The military leader will not be complete without...character which reflects inner strength and justified confidence in oneself. -Gen Maxwell Taylor, p. 89

(*See also Integrity*)

Civilians

The Army really cannot fulfill its mission without a civilian workforce that is every bit as dedicated to duty and to service as the uniformed people. -p. 339

Cohesion and Unit Strength

Unit cohesion is a force multiplier in combat.... In cohesive units- where there is strong bonding between leader and led- there are fewer casualties resulting from the shock of battle.... The history of war shows that cohesive units are tougher and survive better in combat. -pp. 77, 46

There's a synergism that comes from well trained soldiers and units. Such units have a greater capability than the mere sum of the parts.... It's that synergism of the leader to the led and the mentoring of the led that enables the team to prosper, to sustain, and to maintain the momentum during the last hundred yards. -pp. 284, 234

The strength of a community lies in the contributions and talents of its members. If the right elements are together in the right environment, the end product is often greater than what would otherwise be expected from the elements functioning independently. -p. 311

There is value to be derived from associating young people, soldiers, NCOs and officers with the glorious traditions of regimental units. -p. 342

There is...contagion in courage. -p. 46

Command

Command is precious time. That's when you can really make history.... When you go into command...you have to have...some idea of what you want to accomplish. The day to day business and the pressures

and the training schedule or the crises of the day are sufficiently great to draw you away from a direction that you want to impart to the unit. [With vision] as you get drawn off...at least you can get pulled back. - p. 331

The wonderful thing about soldiers, is that they...will permit any man a fair and just time to prove himself, *provided he does his best*. After that they will take almost anything, do almost anything, for a competent commander who combines pride in himself and in them with a humble recognition of his privilege in commanding them. -John Masters, *The Road Past Mandalay*, p. 171

One of the key players in ensuring our Army's readiness is the company commander. All the equipment and soldiers in our divisions belong to company commanders. Although they have no staff, they are eventually responsible for all requirements generated by those above them. -p. 277

Develop a good relationship with your Command Sergeant Major- one of open confidence between the two of you. Share your views; listen to what he has to say. He probably knows more about the Army than you do. He clearly knows more about soldiers than you do. And he clearly knows a lot more about how to get things done through the NCO chain than you or I do. Harness his talent in support of what you're trying to do. The whole NCO Corps in your unit will feel enthusiastic about that relationship and they'll see it as one of strength. -p. 335, reference battalion command

Competence

Knowledge of our profession and its application are two thirds of successful leadership.... Competency is an ethical imperative because, in battle, competent leaders can save the lives of their subordinates. -pp. 47, 91

No study is possible on the battlefield; one does there simply what one can in order to apply what one knows. Therefore, in order to do even a little, one has already to know a great deal and know it well. - Marshal Ferdinand Foch, p. 298

The most successful soldiers have looked to the profession's past for clues to the present and future. - p. 61

Professional soldiers master one assignment and soon move on to the next, but they can take with them their accumulated knowledge and an increasing sense of history. In the words of General Maxwell Taylor, "they can carry their reading lamps with them." -p. 61

The Constitution

Our nation's roots, and those of the Army, are intertwined with the Constitution, a document that the framers designed for all centuries. Our values and beliefs are forever defined in this work that constitutes the legal and moral justification for the Armed Forces of the United States. -p. 244

The history of the Army is intertwined with the history of our Constitution. Before our young nation could even be in a position to draft a constitution, her freedom had to be won. It was won with the courage and blood of the first American soldiers. Once our liberty was secured, these same soldiers became the citizens upon whose commitment and hard work a great nation would be built. The majority of the original signers of the Constitution had served as soldiers in the War for Independence. Throughout our nation's history, American citizens have always rallied to serve their nation when needed. -p. 304

Those of us in the Total Army who take an oath of service have sworn to "support and defend the Constitution of the United States." By doing so, we stand shoulder to shoulder with the framers of the Constitution who mutually pledged their lives, their fortunes, and their sacred honor. We do this freely because it is the Constitution which guarantees all citizens the rights and obligations which are the essence of being an American. And it is the Constitution that our comrades have, in other times and in other places, sacrificed to preserve. -p. 304

Continuity and Change

Continuity and change are important in the life and vitality of any organization.... We achieve a healthy balance [by] maintaining continuity and creating change. -pp. 246, 183

Continual fluctuations and unnecessary changes endanger the overall integrity, the well-being of the Army.... Changes which lead to wasted motion should

be avoided or stopped. [Changes should be] evolutionary, not revolutionary. -pp. 8, 115

Continuity is important to minimize turbulence that tears at the foundation of the cohesiveness of a unit.... The turbulence down at the bottom of the pipe from everybody changing plans is enormous. -p. 333

Changes...are necessary if the Army is to continue to grow and be responsive to movement in national objectives, the threat, technology and other realities. We must have the vision to know which changes are needed and the courage to make them. -p. 8

Often leaders, especially inexperienced ones, mistakenly believe that a new broom must sweep clean, that new directions and initiatives are necessary, that tyranny is a substitute for teaching and leading. Most units do not need a new agenda; they require catalysts for excellence with current and evolving goals; and they need teachers who really care for people. -p. 12

When you get into your units look for the good things that are there.... Find the right balance between change and continuity in your activity.... Find those things that are good, sign up for them and then establish continuity. -pp. 332, 333

Look at the turtle there [a little wooden turtle on his desk]. The turtle gets ahead only when he sticks his neck out, but he also moves very slowly. Change comes slowly. But one needs to take risks, one needs to be bold and creative. -Gen Harold K. Johnson, p. 343

Decisionmaking

Frequently, if not universally, on the battlefield, you will lack complete intelligence. As leaders, you must learn to make decisions with as much information as you may have available. If you try to wait for a complete picture, you will be unable to make a decision. -p. 173

It is in the stage where information is being gathered that you [NCOs] can make your greatest contribution. Your reasoned recommendations may influence a good rather than a bad decision. When the decision is made, loyalty will guarantee that it stands up. -p. 191

Seldom in our lives are we faced with decisions between an absolute right or an absolute wrong.... If a

soldier truly believes that something is wrong, he has the responsibility to make his views known. The Army will be better for it. -pp. 26, 151

The decision-maker above us has a greater burden on his shoulders than we do. He has pressures, information, and marching orders that we generally have no way of knowing. He has more pieces of the "big picture"; he has to set a priority among competing claims. He has to strike a balance between the needs of the present and those of the future. -p. 191

You must make the decisions for the overall benefit of the Army. You're going to be tugged into narrow little nooks and crannies for parochial interests but make the decision for the overall benefit of the Army. -Gen Harold K. Johnson to Gen Wickham a few days before Gen Johnson died, p. 234

Doctrine

The four pillars of defense: structure, readiness, sustainment, and modernization.... The three underlying principles of our national security policy remain unchanged- our commitment to deterrence; our defensive orientation; and our determination, should deterrence fail, to fight to restore peace on favorable terms. -pp. 230, 67

You need to develop the habit *now* of thinking beyond the narrow confines of your daily activity. As junior officers, you must understand the commanders' intent at least two echelons higher so that you know the tactical ends they seek. -p. 172

Doctrine development is an evolutionary, not revolutionary process.... We have a doctrine that allows us...to do the equivalent of driving an automobile in the nighttime. It allows us to see beyond the "beams of our headlights." -pp. 105, 234

The enormous potential of space adds a new dimension to AirLand Battle.... Space is a final area where our doctrine needs pioneering. -p. 105

Families

Readiness is inextricably tied up to family life.... The stronger the family, the stronger the Army, because strong families improve our combat readiness.... The Army is only as good as the soldiers who man it and

the support they receive from their families. -pp. 139, 290, 220-221

We must care for one of our most precious resources- the children and families of our soldiers.... Because people are the Army's most important resource, soldiers and their families must believe that their leaders are ethical and caring. -pp. 290, 10-11

Families share and provide a solid source of strength in the Army. In times of crisis one sees the strength of families shine forth. -p. 359, paraphrased

A commitment to enrich their understanding of personal integrity leads to better leadership, to families that are closer and who stay together better; and...nurturing a sense of commitment leads to an Army that is stronger. -p. 356

Despite the pressures, the vast majority of families manage and grow through their involvement with Army life.... We must...find ways to transfer the skills, experiences, attitudes, and ethical strengths of the many healthy Army families. -p. 311

Family support groups are informal networks of volunteers who enrich family life on a continuing basis and provide assistance to families during unit deployments. -p. 78

A partnership exists between the Army and Army Families.... The basis of this statement is the understanding that the Army is an institution, not an occupation. Members take an oath of service to the nation and Army, rather than simply accept a job. As an institution, the Army has moral and ethical obligations to those who serve and their families; they, correspondingly, have responsibilities to the Army. This relationship creates a partnership based on the constants of human behavior and our American traditions that blend the responsibility of each individual for his/her own welfare and the obligations of the society to its members. -pp. 310-311

My family's gift to me continues to be their willingness to let me serve. My wife's [Ann Wickham] gift to the Army has been her commitment to strengthen the values and support of Army families. She has served in her own right. -p. 259

Freedom

As a people, we must resist the perennial siren call which urges doing less for defense today, because we did enough yesterday, and we can take peace for granted tomorrow. -p. 260

Eternal vigilance is the price of liberty.... If you expect a nation to be ignorant and free, you expect what never was and never will be. -Thomas Jefferson, pp. 9, 102

History tells us liberty is never free and every generation must make a down payment of service and perhaps sacrifice for its sake. If we enjoy peace today, it is because of our military strength and because of those who served before us. If we want peace for our children and our children's children, we as a people must remain very vigilant, militarily and economically strong, and led in every walk of life by people of character. -p. 245

Freedom can be lost in a single generation.... All any nation can give to each succeeding generation is the possibility of freedom.... *It is my prayer that our people will always remember: freedom is never free.* - pp. 102, 72, 193

As a people we must sacrifice because it is the price of liberty.... A lot of sacrifices are being made by people who man the frontiers of freedom.... The ceremonies at Normandy remind us of the sacrifices made...by the soldiers of an earlier generation [and] underscore the moral and ethical roots of Army service. -pp. 28, 358, 279

We must measure success in terms of the peace and freedom we have maintained in a complex and dangerous world. -p. 103

Growth

I think that all young people- all people, for that matter- are anxious for opportunities to grow, to fulfill themselves, to be all they can be...thirsting for opportunity to be bold and creative, to make use of all the God-given talents that one has. [We must] enlist the God-given talents of everybody. -pp. 343, 140

The words [Be all that you can be] get at the heart of what our youth want from the Army, a chance to be all they can be. It appeals to a yearning of Americans of all ages for opportunity, for upward growth, for fulfillment.... Today's Army supports that impulse in our youth. -pp. 44, 30

In a volunteer system, youngsters simply do not join the Army with the idea of not completing at least their initial tour. They come in with the idea of becoming a better person. They want to be a winner in life and they come to us with the firm belief that the Army can assist them toward that end.... Because we have gotten away from the "zero-defects" mentality to a point where leaders are now willing to let mistakes be made without crucifying people, soldiers can grow. -pp. 290, 351

Standards must be realistic, but they must stretch the capacities of both the individual and the organization. -p. 91

Higher Purpose

The best fighters are those [with] a purpose above self. -p. 27

Our soldiers also want to be all they can be as part of something larger than themselves. -p. 44

The quality which sets us apart as a nation is that we place so much importance on the individual. It is the source of what Thomas Jefferson called "the aristocracy of talents." Our recruiting slogan, "Be all you can be," is aimed at precisely that impulse in the youth of today.... And yet I am convinced that when a soldier wants to express that individualism, when, for example, she wants to be all she can be, it is as part of something bigger than herself.... And it is the leaders, from Sergeant to General, who are most responsible for maintaining the climate of growth and caring which allow both cohesion and initiative to flourish. -p. 23

General Abrams used to say there is no [limit to the] amount of goodness you can do in the world if you don't care who gets credit for a good idea. -p. 334

Ambition that is basically selfish and self-oriented tends to be destructive; ambition that is oriented to the benefit of others tends to be constructive. -p. 192

There may be a question in the minds of some in the Army that we preach selflessness as a desired quality of character, but we reward ambition.... There are two kinds of ambition, one is self-centered and the other is selfless. Selfless ambition is positive behavior because it uses individual talents to benefit others, not simply

ourselves. In short, selfless ambition is "others" oriented and contributes to a strong unit, organization, and family, and ultimately, to a better Army. This is the type of ambition we should reward and try to nurture in our personal lives. -p. 181

The Human Dimension

More than any other single factor of combat readiness, it is the way soldiers feel about themselves, their fellow soldiers and their outfit that is most likely to carry the battle. -p. 289

The Army's strength lies in its people.... We in the Army know that the human spirit is what really counts, and our challenge is to grow that spirit to its fullest. -pp. 310, 189

The human dimension must undergird all of our efforts- it's the essential ingredient that makes the difference in peace or war.... The history of our individual careers will reflect the legacy of our gifts to enrich the human dimension. -pp. 106, 288

The Army, more than any other service with the exception of the Marines, tends to focus more on putting equipment on people than people on equipment. The Army is people oriented. As a matter of fact, half of the Army's budget deals with people issues, not with the materiel issues. So, given this perspective, the Army basically strives to equip the man and not man the equipment. -p. 52

Good people make organizations work, whatever their structural faults. -p. 232

Our challenge has been to provide ethical, caring leadership that sparks the Army's greatest strength- its people and their spirit.... Above all else, the stewardship of people is the critical dimension...our most precious resource. -pp. 260, 246, 219

Humor

Part of that business of living in this environment that we work with...is to maintain a sense of perspective and a sense of humor.... A sense of perspective and that sense of humor [brings] the most out of a unit.... Senior people need a sense of humility and humor as they execute their...duties. -pp. 331, xviii

One time we were up in New York City. Jim Schlesinger [the Secretary of Defense] went up there to make a speech to the Council on Foreign Relations. On the way back that night...he looked at me and said, "John, what did you think of that speech and the questions and answers up there?" I looked right back at him and said, "The speech was okay, but my golly, the answers to the questions were interminably long. Everybody was asleep, including me." Schlesinger looked over at me beady eyed and he said, "Wickham, you can be easily replaced." -p. 334

Shortly after becoming Army Chief of Staff, General Creighton W. Abrams, Jr. attended a Pentagon briefing on new programs and initiatives being pursued vigorously by officials from the Office of the Secretary of Defense (OSD). At the end, the Secretary turned to him and asked what he thought about all the new directions being instituted. General Abrams paused...then answered with a wry smile: "Mr. Secretary, it's sort of like an aircraft carrier. You folks...are up on the bridge, giving orders of left rudder, right rudder, full ahead. The wind's blowing in your faces and you're feeling full of yourselves. But all that's really happening is that us poor folks in the hold are getting seasick!" -p. 8

Ideas and Innovation

[Ideas are powerful. We must ensure that] ideas to improve the Army...are shared and distributed at large. Many times the benefits that are gained at the local level can be realized also by the entire military community. We need to cross-fertilize...so that the Army will be enriched from the "bottom up," not necessarily from the "top down." -p. 65

To encourage creativity and innovation in the Army, we must work hard at developing a command climate in which creativity can flourish...in which honest mistakes are accepted as part of the learning process, ideas are shared, and reasonable risk-taking is encouraged; a climate where the mission orders are "do it, fix it, try it" rather than "analyze it, complicate it, defer it." -p. 71

"At the crossroads on the path that leads to the future, each creative spirit is opposed by 1000 men appointed to guard the pass." We need to protect and help those creative spirits.... The world is filled- and the Army is not different- with legions of nay sayers. NIH, "not invented here," is a rampant disease.... Championing

new ideas is important.... We need to be constantly in search of excellence and reward it. -pp. 121, 236

Finding the obvious sometimes takes quite a bit of looking. -p. 15

Infantry

The heart and soul of an Army and the ultimate purpose of an Army, whatever its nationality, is involved with infantry seizing and holding terrain. That's what makes a difference. -p. 232

The columnist, George Will, wrote that Grenada was a timely reminder that our national security ultimately depends on the man with the rifle. -p. 56

The Infantry is the master integrator of all of the combined arms.... The basic skills of the Infantry, epitomized in the EIB, must prevail in the last one hundred yards.... Ultimately all Infantry is involved in the "last one hundred yards." -pp. 235, 233

We were choosing our branches based on class merit. My father had been urging me for many, many months to go into the Engineers. He said, "That's the wave of the future in the Army." He had been in World War I and World War II but not as a professional soldier. He said, "That's where all the rank is. That's where people get to be generals fastest. Go into the Engineers." But I really had a hankering for the verve and the glamour of the Cavalry, and that's what I was going to do. I was going to go into the Cavalry, and when my name was called, a hundred and fifty out of six hundred and seventy-two, I stood up and said, "Wickham. Infantry." Now, what possessed me to choose Infantry, I don't really know, but, I've never, over the years, regretted it. I was proudest of the crossed rifles when I wore them on my jacket. -p. 232

Inspections

Leaders can never stop inspecting and teaching. It is our way of life, and it will save the lives of our soldiers. -p. 47

We must reinforce...by checking that things we say are important are perceived as being important. This is accomplished most effectively by the commander. An inspection [provides] a solid base line from which to build and reinforce the commander's articulated focus.... Since the content of an inspection should

focus on your priorities, you [commanders] should determine its content. -p. 277

[The deep involvement of commanders in the inspection of their units results] in increased readiness, improved staff performance, a strengthened chain of command, and [increased support to] company commanders. The Inspector General observed that all commanders who had integrated command, staff, and IG inspection programs were pleased with the results. -p. 306

Integrity

Integrity is the basis for trust, and...trust is the cornerstone of loyalty.... *Integrity is the jewel in the crown of character.* -p. 192

When supported with education, a person's integrity can give him something to rely on when his perspective seems to blur, when rules and principles seem to waver, and when he's faced with hard choices of right or wrong. It's something to keep him on the right track, something to keep him afloat when he's drowning. -Admiral James Stockdale, p. 144

The German philosopher of war, Karl von Clausewitz wrote: "If the mind is to emerge unscathed from the relentless struggle with the unforeseen, two qualities are indispensable: first, an intellect that, even in the darkest hour, retains...the inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead." Integrity is the commitment to that faint light. -p. 192

(*See also Character*)

Jointness

"Jointness" is vital to success in combat.... Someone else "sees deep" and "strikes deep" for us. The Army, by virtue of its business, has to be the most joint of the services. -p. 302

Space is a final frontier where we are pioneering new roles and missions for each of the Services. The same spirit of "jointness" that exists on land, sea, and air will have to be present in space. -p. 123

Joint operations [are] the essential ingredient of our ability to exercise power in order to influence events, to achieve our basic aims of peace, freedom, and

prosperity for ourselves and our friends and allies, and to protect our national interests around the world.... As we move towards the future, we need leaders who think, eat, and sleep "jointness," and who can operate independently on a chaotic battlefield. Yet, they must always act with "disciplined initiative," within the intent of the next higher commander.... "Jointness" is a key to success. -pp. 248, 106, 80

Leadership, innovation, stewardship, and jointness were the hallmarks of America's effort in World War II. -p. 71

Landpower

Landpower...changes history, keeps the peace, and protects all that we hold dear.... Landpower... provides our ability to assist others, deter aggression, and, if necessary, to fight and win.... History has proven that landpower is the decisive factor in warfare.... *The outcome of wars ultimately is decided on land where people live and important resources exist.* -pp. 244, 222, 205, 19

The conflicts of this century, including the war against terrorism, reaffirm that wars are ultimately fought to control land, people, and resources. While all of our military services have the capability to influence these elements of national power, only ground forces can exert decisive and lasting control over them. -p. 154

Landpower is the decisive arm of American military force.... Seapower and airpower played crucial roles in the outcome [of World War II], but landpower was the final arbiter on the battlefield. -p. 66

We have had the longest period of peace in 400 years of European history because of deployed landpower associated with airpower in NATO. -p. 136

Armies can educate, train, and build. In so doing, they contribute to social, economic, and political progress-internal development- while providing the national capability to maintain order and defend itself. The politico-economic miracles of Japan, the Republic of Korea and Western European nations have occurred in large part because of the stability and peace created by landpower of the U.S. and its allies. -p. 68

Leadership

Leadership makes the difference between a good unit and a great unit, between a good Army and a great Army. -p. 144

Your company will be a reflection of yourself. If you have a rotten company, it's because you are a rotten captain. -Major Christian Bach, 1918, p. 89

Soldiers ask only a few things of us. They ask for responsible and inspired leadership with a vision for what is right. -p. 8

Looking back over 35 years as an officer, as leader and led, I have often times "taken pulse" on how I thought I was doing. There were times when I didn't quite measure up to the high standard of personal and professional excellence that I had set for myself, times when I knew I had to work harder to improve myself. You know how I could tell? I could see it in the eyes of those around me.... You can fool bosses, and at times even peers, but you can't fool your subordinates. Look into their eyes- you'll really learn something. -p. 117

During the initial tour the young soldier's life is lived mainly at the squad level with his primary chain of command ranging up through platoon and company/battery/troop level. Therefore, the brand of leadership that is exercised by the soldier's squad leader, platoon sergeant, platoon leader, first sergeant, and company commander is absolutely the most critical. Battalion commanders and above certainly play a major role by creating a command climate which ensures the proper development of their junior leaders and permits them the opportunity to do their job of leading the young soldier. -p. 290

We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us- human, materiel, or otherwise. -p. 189

Of course, fear of a tyrannical leader does motivate people, but not as much as respect and admiration for an inspirational leader who brings forth the inner strength of men and women who must face great challenges and possible sacrifice. -p. 286

Leadership Caring

Those who care about people deeply, in peace time and war time, are those who are going to capitalize on that unit and are going to be very successful. -p. 332

Caring means many things. It means making sure soldiers get fed, get paid, and get a place to sleep at night. But it also means giving them solid, realistic training and assuring that high standards are ingrained. Sometimes, caring means not letting soldiers sleep at night.... Show the people that are committed to you that you really do care about them, because that is a discipline that I think is very valuable to learn in peacetime, and it's essential in wartime. -pp. 91, 335

Gen. Bradley in his book, *Soldiers*, said that the senior leader needs to have great compassion and understanding for the soldier because giving the orders is so much easier than the task he's asking the soldier to carry out. -p. 342

With ethical and competent leadership, our soldiers can be expected to believe in their unit and their mission. With caring, our soldiers and their families can make the sacrifices required of them. -p. 277
Over time, when our nation's history is written, its greatness will not be measured by economic wealth, international prestige, or moments of glory in battle, but by how we have cared for our people. -p. 287

General Harold K. Johnson worked with great faith to develop the concepts of "the Army takes care of its own" and "let's put the personal into personnel." -p. 287

Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command. -Gen Omar Bradley, p. 287

Leadership Climate

Soldiers and units need continuity, stability, assurance of adequate resources and inspired leadership. Soldiers also yearn for a climate of command where leaders teach, where individual character can mature, and where recognized achievement and tolerance for honest mistakes foster personal and professional growth. Soldiers deserve standard-bearers, leaders who insist on and meet high personal, ethical, and professional standards of training, maintaining, caring, and leading. -p. 12

We are working hard to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows people the "freedom to grow"... where young people can grow to the fullest of their God-given talents, where young people can make mistakes and still survive. -pp. 256, 349

We need commanders and supervisors who recognize subordinates' potential and create a conducive atmosphere for them to excel and improve.... We must eliminate the mind set that produces such directives as "I don't care how you do it, just do it." Such an approach is the opposite of that for which we must strive. -pp. 133, 280-281

I want to get rid of the "zero defects" Army, to develop a leadership that truly does mentor-"footlocker counseling" is a phrase that we have coined to describe that. -p. 349

[Units need] a command climate where those who are led feel that they can grow because they are part of a learning opportunity and mistakes in learning are tolerated in order to capitalize on the great potential of soldiers. -p. 287

No connections, Interests, or Intercessions...will avail to prevent strict execution of justice. -George Washington: General Order, 7 July 1775, p. 291

Leadership Development

The human dimension is always critical in battle and the demands of modern warfare make the development of competent leaders during peacetime even more important. -p. 188

One of the best indications of how we perform as professionals is the time and effort we spend on the development of our subordinates. No other pursuit can better posture us for the accomplishment of our missions and ensure the future of our Army. Making clear our expectations to our subordinates, allowing them to participate in the decision-making process, coaching and guiding them, and focusing on the linkage between their performance and the organization's missions are fundamental aspects not only of this effort but also of good leadership. -p. 278

Once mission-related communication is established among professionals, counseling and coaching happen naturally. -p. 278

Our effectiveness depends on continuing to improve the professional competence, imagination, and integrity of Army leaders from the most senior to the most junior. -p. 312

Leaders are made, not born. They are made by a life-long study of history, of the influence of leaders on it, and by absorbing the real-life teaching of role model leaders. Leaders are made by the day-to-day practice and fine tuning of leadership talents, because leading is an art as well as a science and best developed by application. Leaders are made by the steady acquisition of professional knowledge and by the development of 24-karat character during the course of a career. These traits foster inner strength, self-confidence, and the capacity to inspire by examples of professional, as well as personal, excellence. -p. 285

Leadership- The Ethical Base

That ethical base is the cornerstone of our Army because it governs the faith that our subordinates have in our leadership, because it governs the support and resources that our citizens are willing to entrust to our stewardship, and ultimately because it governs our human capacity to prevail on the battlefield. -p. 279

Trust is the cornerstone of loyalty. If our subordinates, comrades, and superiors trust us, loyalty follows easily. -p. 191

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right.... All soldiers have the responsibility to behave ethically- to do what is right.... As we order our soldiers into battle, we must know in our hearts that they understand what's right. - pp. 191, 150, 190

Time and tide can wash away personal opportunities to expand our horizons and cause us to compromise our personal as well as professional values, thereby eroding our ethical moorings. We need to guard against this. -p. 279

In times of danger, it is the ethical element of leadership which will bond our units together and enable them to withstand the stresses of combat. This is an irrefutable lesson of history. The same ethical element ensures that in times of national emergency our country will have confidence in its military leaders. There must be no doubt about the fundamental

importance of Army ethics to our nation and to our institution. -p. 280

Leadership and Management

I think that all of us in the Total Army, civilian as well as military, inherently are leaders. We lead people, and, at the same time, we manage resources, milestones, and programs.... As you learn the art and science of managing new resources and programs, you must remember that "leadership makes the difference." -p. 119

We...have a great responsibility to provide the leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us- human as well as materiel.... To the extent we save lives and save resources in wartime we're going to do better in terms of fulfilling our mission. -pp. 227, 335

A key part of leadership- at every level, from platoon leader to general- is the management of resources. Do not fool yourself- you've got to have some managerial skills to be a great leader. -p. 101

To accomplish our missions, the nation entrusts to our care its youth and its resources.... As stewards of the Army's assets, we must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations. This is both a leadership and a management responsibility. -p. 284

The very serious responsibility for maintaining what we are given is based on the hard reality that we will never have all the equipment, supplies, facilities, and funds we require. On the battlefield, we will be short because of combat losses, accidents, interruptions in the supply system, or just insufficient resources to fill all needs. Thus, a well-trained soldier must be taught to maintain and conserve what he has- in peace and in war. -p. 284

Some of the mythology that exists is that we don't have any warriors anymore in the Army, and we're more interested in managership. That's misguided logic. Whoever heard of George Patton in 1938? We've got a lot of those warriors in the ranks today. What we don't need are the headlines for them to be prominent. -p. 353

Leadership Presence

While each commander cannot be physically present...his command presence can be felt. -p. 296

Where you as leaders put your time and where you put your focus- that's where your emphasis really is.... Nothing takes the place of personal reconnaissance. - pp. 52, 338

Where you as a leader place yourself on the battlefield may be crucial to success.... The study of military history, solid training, and thorough professional grounding can help develop the sense of timing for a leader or commander to know how and when he can influence the battle by his physical presence. -p. 174

About 30 percent of my time is spent visiting Army forces, ours as well as allied forces, to establish good working relationships with our commanders and the Chiefs of Staff and commanders of the units of those armies in the alliances that we share. -p. 352

I try to talk to as many soldiers and young leaders as I possibly can to get a feel for what is on their minds, to sense the nature of their concerns. I try to visit as much training as possible in the Reserve Components, as well as on the active side, to get a sense as to the quality of that training, and I do the same thing with allied armies. -p. 352

Listening

Listening is a form of loyalty. -p. 118

A notebook not only helps you see and hear, but it also helps you listen inwardly. When an idea comes to you in the middle of the night or out in the field, you write it down.... I have carried a notebook all of my life in the Army. It saved my life in Vietnam, incidentally. It stopped the bleeding; but it's not the reason you carry it around. -p. 335

Maintenance/Logistics/Procurement

We cannot separate training from maintaining.... We have to...recognize that training and maintaining must go hand in glove. We have to exercise in the field and at the same time maintain our equipment. -p. 285

Maintaining takes on several dimensions for the soldier. It is his responsibility to assure his performance is not hindered by equipment failure. It is

his commander's responsibility to provide the time, materiel, and training to allow him to maintain his equipment. And, it is the Army's responsibility to provide him the best "tools of the trade" that technology can offer. -pp. 284-285

There are about four million procurement actions a year that the Army is involved with. Some of them are very major operations, some of them are relatively minor. But they're all procurement actions. If we were 99.99% correct in those four million actions, it would still leave 400 subject to some debate. Out of that 400, you're likely to find some errors, and the errors seem to take a life of their own in the visibility they get. Unfortunately, the 99.99% that go right do not get as much visibility. -p. 345

There are a lot of barons in the Army. The barons want this, and the barons want that. Unfortunately, to a degree, this produces tunnel vision because we cannot buy this particular thing off the candy shelf or that particular thing. *We've got to buy what is good for the Army.* -p. 234

We have come a long way since the days when entering the logistical net meant asking the supply sergeant, "Got any?" "Gonna get any?" -p. 284

I don't know much about this thing called logistics. All I know is that I want some. -anonymous General, WWI, p. 284

Making a Difference

Make a difference. The time each of us is "in charge" is short. By leaving things better than they were, you will be making history in the Army. -p. 113

All of us have the enormous gift of life...a gift that is very fragile.... All of us in the short period of time that we are in the world...have the chance to grab the ring of opportunity as it comes around on the carousel of life and make a difference. And when that ring comes your way, you need to grab it and make a difference. -p. 146

Making History

Personal growth- reexamine your personal values and ethics, think and study, condition yourselves physically; *Professional growth*- become masters of [the] art of war, think about leadership; *Family growth* (the stronger the family, the more ready the Army)-

enjoy your families, strengthen and maintain family bonds. -p. 323

What is important is how you look back on your service. Your view will depend more on what you gave than on what you received. -p. 48

I hope that you will rededicate yourselves to leaving the Army a better place...so that the Army and this great Nation will be enriched by your service. -p. 182

The Medical Profession

In your profession, life is an intimate thing because by your hands you aid both in giving life and in repairing broken bodies and minds. Your profession is built on the highest ideal- that of caring for your fellow man. You know the value of life. -p. 110

Your [medical] insignia represents a standard of excellence. You have earned the right to wear that standard through dedication and many hours of hard work. You have passed the test, and are looked at now as a leader in your noble profession. -p. 112

Army doctors have a special responsibility and unique opportunity to influence the action.... Help to establish a bridge of understanding to the operational side of the Army- a bridge which will be strengthened by genuine concern and caring on your part, and by solid trust and confidence in your skills on the part of our soldiers and their families. -pp. 113, 110

Mentoring

Mentor those coming behind you so that this will be a stronger Army. We won't have time to mentor in war. But we sure as the devil have time in peacetime.... The payoff is increased combat readiness. -pp. 336, 152

As leaders, mentoring is a key way in which we exercise leadership and strengthen Army values. Giving of ourselves by sharing our knowledge and experience is the most important legacy we can leave to those who follow. That's making history in our own time and demonstrating that "Leadership Makes A Difference." -p. 152

There is a need for us to share our knowledge, experience, and values with the less experienced members of our profession. We owe it to our subordinates and the Army to invest our time for their

personal growth and professional development. -p. 295

Each of us can be a mentor, whether NCO, officer, or civilian. We all have experience to give if we have the heart, the spirit, and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people.... To be an effective mentor, you need the experience and wisdom of your years, and one vital quality- you have to *care*. -p. 152

Three people have had great impact on me: SFC Putnam, my first platoon sergeant, who taught me about positive leadership, technical competence, and caring for soldiers; General Harold K. Johnson, a former Chief of Staff who I once worked for, taught me about character, about "the personal in personnel," and caring for families; and, finally, General Creighton Abrams, another former Chief of Staff, who taught me about the warrior ethic, openmindedness, and innovation. I am thankful for their influence on me. - p. 259

Momentum

[New leaders inherit an organization that already has existing momentum.] I inherit the momentum of the Army and my responsibility is to carry on that good momentum, to sustain it, and to nurture it.... The Chief of Staff builds on the momentum of the organization he inherits and the good ideas of his predecessors [and] needs to provide a sense of direction for the Army that goes beyond just inheriting the momentum of the past. -pp. 139, 358

There is some direction to what we have tried to do. Part of that direction is inherited momentum. It takes a long time to move the direction of a bureaucracy. -p. 347

Army themes...are intended to provide strategic direction to the Army. They help to focus the way in which we allocate resources in the Army.... We are trying to build a momentum.... We have to have a momentum that continues beyond me and Secretary [John] Marsh.... What's necessary is for us to institutionalize [initiatives]. -pp. 65, 347

NCOs

On [the] battlefield, the difference between victory and defeat very likely will be the leadership of NCOs. -p. 75

[NCOs] translate missions from theory into reality. -p. 75

The Army can only be as excellent as its NCO Corps. -p. 17

[Soldiers] look up to you [NCOs] for inspiration and for examples.... They are looking at you when they must and, perhaps more importantly, when you don't expect it. -p. 190

The effective noncommissioned officer is one who is looked upon by his soldiers with professional respect, because he provides them with sound information on how to do the job, how to handle the equipment, how to perform tactically, how to cope with "the system," because he teaches them. Building on that confidence, those soldiers will seek their sergeant's counsel on matters more stressful and more personal. The resulting soldier/sergeant relationships are essential elements in building cohesive units- units that will hang together and perform aggressively and successfully on the...battlefield. -p. 75

You will recall [when] we lived in a period of a "zero-defects Army"- "Thou shalt not make any mistakes, or you're going to read about it in your fitness report." As a result, we took away a lot of responsibility from the Noncommissioned Officer Corps. Now we've given that back to them, and they are better trained and more willing to shoulder the responsibilities of training and leading soldiers at small-unit levels. That has led, I think, to an improved atmosphere in the Army. -p. 351

The toughest job is at the unit level- at the company commander's level, the first sergeant's level, the platoon sergeant's level, where all of our efforts ultimately must be translated into human action, in garrison or on the battlefield. -p. 342

This nation and its families entrust their sons and daughters...to our care. We accept the awesome responsibility of shaping their lives, of teaching them.... Help them to catch the values of the Army Ethic: loyalty, duty, selfless service, and integrity. - address to Sergeants Major, p. 193

Although we no longer carry our colors into battle to rally our units, by tradition we entrust the responsibility for their safeguarding, care, and display to you the senior NCOs of the Army. Symbolically, then, by that charge, we have placed in your hands the spirit of the Army through the regiments those colors represent. -p. 190

[The Sergeant Major of the Army is] the soldier's voice in the Pentagon. -p. 258

The choice of non-commissioned officers is an object of the greatest importance: The order and discipline of a regiment depends so much upon their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. -MG Frederick von Steuben, p. 143

NCO/Officer Relationship

I want to emphasize the informal teaching of officers that only you senior NCOs in your own fashion know how to do. Every officer can relate his favorite story about how his platoon sergeant started his rite of passage as a lieutenant. -p. 145

A senior NCO can help a young lieutenant with a field problem or advise him about how to deal with soldier problems and how to care for soldiers. -p. 295

Sometime ago, a sergeant, speaking to a group of officer candidates said: From most of us, he said, referring to the troops, you can expect...courage to match your courage, guts to match your guts- endurance to match your endurance- motivation to match your motivation- esprit to match your esprit- a desire for achievement to match your desire for achievement. You can expect a love of God, a love of country, and a love of duty to match your love of God, your love of country, and your love of duty. We won't mind the heat if you sweat with us. We won't mind the cold if you shiver with us.... Gentlemen, you don't accept (us): we were here first. We accept you, and when we do, you'll know. We won't beat drums, wave flags, or carry you off the drill field on our shoulders, but, maybe at a company party we'll raise a canteen cup of beer and say, "Lieutenant, you're o.k...." just like that. -p. 93 [Note: The NCO quoted is SGM John Stepanek, *Army Digest*, August 1967, pp. 5-6]

NCO/Officer Relationship- SFC Putnam

When I was a new second lieutenant, I was assigned to the weapons platoon, 57 millimeter recoilless rifle and 60 millimeter mortars. I didn't know much about these weapons. I knew a mortar from a recoilless rifle, but that was it. However, I had a Sergeant Putnam- Sergeant First Class Putnam.... Putnam realized how "green" I was. He did a couple of things for me that symbolize how NCOs can teach and how officers can learn.

He realized that "how I was received" by the platoon was going to be crucial. So- before I even met the platoon- he came to me that first night and said, "It would be useful for the lieutenant to know the roster of men, and here it is. Tomorrow, when I introduce the platoon to the lieutenant, it would be useful if the lieutenant knew the names." So I picked up the roster and I memorized the names. The next day, when he introduced me to the platoon, I called the names off by memory. The soldiers stood up so I could associate the names and faces, and they were impressed that I had made the effort to know them. They thought I knew enough to care, but in fact, Sergeant Putnam was teaching me to care.

The second thing Putnam realized was that I didn't know "my elbow from my ear" about the weapons. He said, "Would the lieutenant like to learn about the weapons in the platoon?" "Yes, I would." So he picked a place in the field- and why he picked that place, I didn't understand at first- he selected a muddy field that was right behind the latrine.... Why did he pick that place? Because after supper everybody in the company, including soldiers in the platoon, went into that latrine. There, looking out over the screens, they saw me in the mud taking instruction from the experienced platoon sergeant, learning their weapons as well as they knew them.

Clever, Putnam- he was teaching, and fortunately, I was listening and learning. Sharing with your fellow soldiers your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them. The same is true with the officers you teach. And we never get too old to learn a little more. -p. 145

Power

Your soldiers will be the most important ingredient of the combat power you will have at your call.... The most powerful lesson of the Falkland Islands campaign is that soldiers who are well trained, physically fit and

psychologically prepared for combat will carry the day. -pp. 171, 11

The United States is a great power, yet, we have always found it difficult to determine how best to create and use our powers.... There is in our country an underlying ambivalence toward the use of the power we possess.... The American experience- born of peaceful borders, protective oceans, and George Washington's guidance to "avoid foreign entanglements"- all of this makes many Americans ambivalent toward maintenance of a powerful regular Army. -pp. 10, 16, 18

We recognize that any use of force has the potential for escalation to global conflict. This is what no sane nation wants. History clearly shows, however, that nations must be prepared to protect their interests with force if need be. Failure to do so results in the loss of a people's heritage, their well-being, and their national values. -p. 40

We must also be a powerful Army. We achieve that power...by capitalizing on American economic, political, technological and cultural strengths.... The United States must continue to exploit our own advantages: strong allies, economic and political good health, superior technology, and belief in the individual. -pp. 38, 62

Preparedness and Peace

We need to be ready for war, because history tells us that's the best way to assure peace...and freedom.... Strength is the essence of deterrence...strength deters aggression...weakness only invites it.... Deterrence is a matter of perception. -pp. 338, 72, 251, 198, 13

Each time [we have gone to war], because of our lack of preparedness, we have paid with the treasure of our youth. -p. 18

Peace depends on us, the United States of America. It depends on our courage and willingness to build it, to safeguard it, and to pass it on to the generations who succeed us. -p. 254

The price of unpreparedness is always paid, again and again, in lives and in blood.... The less prepared we are, the more wishful our thinking, and the greater the costs of war when it comes. -Gen Creighton Abrams, p. 193

For peace is a process- a way of solving problems. - John F. Kennedy, p. 34

Readiness

Readiness is...our first responsibility in providing for the common defense. Readiness is the key to deterrence and, if required, to fighting and winning. - p. 29

Readiness...is really another word for standards. -p. 44

Leading and caring are essential to readiness and excellence.... We can improve the readiness of our Army with an intensive examination of leadership. - pp. 277, 312

Readiness is inextricably tied to soldiers' morale and to sustaining their families' strength. -p. 59

Better people, more and better equipment, better training and sustainment, and solid support from the Congress and the American people...means improved force readiness. -p. 282

(See also Mentoring)

Readiness and Tobacco Use

Tobacco use presents a threat to the health and readiness of the soldiers and civilians of the Total Army.... The health and physical stamina of our soldiers are hampered by the effects of tobacco smoke.... Clearly, soldiers and families who are free of tobacco usage are more capable of fulfilling the missions that are asked of us and are probably going to stay healthier than might otherwise be the case. -pp. 300, 356

The readiness and well-being of Total Army members and their families challenge us to deal with the problem of tobacco use. Medical evidence shows overwhelmingly that the use of tobacco products adversely impacts on the health and readiness of our force. Tobacco usage impairs such critical military skills as night vision, hand-eye coordination, and resistance to cold weather injuries. Moreover, it increases susceptibility to well-being of our Army, and we must take immediate steps to eliminate its usage. Every Army member is charged to make this goal a reality. -p. 297

Reserve Components

There is extraordinary dedication on the part of [the members of the Reserve Components] who give extra time to prepare for these major field exercises, far beyond what is authorized in the annual training and the monthly training. -p. 351

Responsibility

To accomplish our missions, the nation entrusts to our care its youth and its resources. There can be no greater responsibility. -p. 74

The Army is a huge organization... It is very easy to be anonymous. "Somebody else is responsible." "Well, that's a committee solution." "I'm not totally in charge." "You can't blame me."... There will be plenty of challenges. You can either lift yourself up and meet them, or stand pat and let them pass you by. -pp. 109, 120

Take responsibility for the good, the bad, the right, and the wrong that goes on in your area of responsibility. It's so easy to shift the blame sometimes, but it takes a man or woman of courage to step forward and say, "I'm responsible and will fix it." When you do this a couple of times, those junior will see it, and you'll develop a climate in which you can teach subordinates how to take responsibility for their actions. -p. 113

In our youth, our hearts were touched with fire. - Oliver Wendell Holmes on the tempering of his generation by meeting the challenges of the Civil War, p. 49

Retirees

Retirees...are a link to our distinguished past; and, from them, we draw strength and encouragement for the future. The slogan "U.S. Army Retired- Still Serving" signifies the supportive attitude of a special group of people whose talents we in the Active Army are trying to tap fully. -p. 77

The military retirement system is one of our most important personnel management tools. It helps configure the inventory in terms of experience required to sustain a ready force. -p. 57

Safety

There is nothing we do in peacetime that warrants the unnecessary risk of life or limb or equipment- nothing.... Safety means a better Army- it also means a better life for us and our loved ones.... As steward of the Army, trying to do all that I can do to provide ethical and responsible leadership, I implore you to help from the ground up...to galvanize a renewed commitment. -pp. 108, 298, 110

Safety in peacetime is just as important as in wartime.... If we do things in a cavalier, unsafe way in peacetime, we are going to kill people and break machinery in war. There is no magic that descends on human beings when shooting starts that makes people warriors, that makes people of character, that makes people responsible for the equipment and lives that are entrusted to them. If we don't learn these things in peacetime, heaven help us in war. -pp. 335, 108

Commanders are safety officers.... I look upon myself as the safety officer of the United States Army.... I am diminished as Chief of Staff of the Army, as Steward of the Army, when someone dies. -pp. 109, 334, 108

I think the motivation behind safety is a moral one, taking care of our people. -p. 238

We bring into the Army 130,000-140,000...young people a year. They don't have the sense of safety that we have developed. We need to imbue them with it. You have the responsibility...to imbue young people with the sixth sense of safety. Otherwise they're going to be doing dumb things and...killing people. -p. 335

We have to develop that kind of sixth sense about safety within the Army so that soldiers are conscious of unsafe acts that are about to happen, can see the potential for tragedy, and can fix it. -p. 109

NCOs are the final enforcers of safety standards. Help your soldiers develop the "sixth sense" of safety that all of us try instinctively to practice as parents. -p. 191

You can care in a concrete way.... When I first got to Fort Campbell I was accosted with the figures of 55 soldiers being killed a year on the highways in POV accidents- 80 percent of them alcohol related. And going around to families and telling them the bad news that they had lost a loved one, it ate on me. What, as commander here, could I do to try to deal with this

carnage?... Out of that came the DWI policy that is now in the Army all over, and many states have adopted that.... In two years at Fort Campbell, we cut...fatalities down to 22 a year, and alcohol-related deaths were only about 30 percent. And interestingly enough, the insurance rates started to go down. So there are benefits to be derived. -p. 332

Soldiers

The fact is that younger leaders [not generals] are the ones who really make history. They earn the medals for valor and achievement. They are the ones who get things done and make the Army great. -p. 93

Well qualified soldiers, physically and mentally toughened by their training and led by competent and caring leaders, make the greatest difference. With them any strategy is possible. Without them no strategy can be secure. -p. 42

If anyone asks you, "Where are the warriors in today's Army?" "Where are the Pattons, Bradleys, and the others?" Give them a straight answer! They are "out there," now, leading our soldiers at every level in our units! If war comes, they will emerge, just as they did in World War II. -p. 101

A soldier is many things to many people: someone's son or daughter, a husband or wife, a father or mother, a friend, an acquaintance. A soldier is a citizen among other citizens, and a servant. It is in the role of servant that the soldier observes a fundamental difference: their fellow citizens have entrusted them with the power to protect "[their]...lives, [their]...fortunes and...[their] sacred honor." -p. 27

A steadily increasing proportion of women in the Army has also enhanced the talent base in the force. -p. 10

[The Chief of Staff draws] strength and confidence from the quality soldiers who serve with us today. -p. 257

Experience...the thrill that comes from being a soldier. -p. 258

Staff

[There is] a natural tension between the field and a headquarters, but it is also a complementary relationship.... The objective [is] to develop complementary rather than duplicative capabilities. -pp. 231, 164

We need to...strengthen leadership from the squad, crew and section level to the headquarters of the Army. We must include staff as well as command responsibilities. -p. 312

The Combined Arms and Services Staff School (CAS3) course that we now have instituted, is, I'm told, a sort of Ranger school in the classroom. -pp. 357-358

Foreign graduates of the Staff School at Fort Leavenworth now number over 4,600 and include 22 heads of governments and 181 chiefs of service or defense forces. -p. 68 (October 1984)

Teaching and Learning

I believe the most important legacy that any one of us leaves as a leader is the teaching of younger people, giving of experience to them.... Teaching is a part of mentoring.... Only by teaching can we truly prepare soldiers to be successful and to survive in combat. -pp. 343, 295, 286

The teaching of those entrusted to our care is the most important legacy any officer can leave to the U.S. Army.... Our legacy is then left with those we have mentored and developed to be our successors, whereby we enrich and perpetuate our proud Army institution. -pp. 279, 293

The object of teaching is to enable soldiers to get along without their teachers. -Gen Creighton Abrams, p. 90

In a...way, the time and tide of human life are blessings because together they wash away the grief and difficulties of life. But time and tide can also obscure the bitter lessons of the past, and condemn us to repeat our earlier mistakes if we do not learn from them.... This can be a national as well as personal tragedy. We often neglect or overlook the lessons of history. -pp. 279, 66

Technology

Good technology wins battles and saves lives.... Computers, automation, and communications...must be catalysts. They must make the whole greater than the sum of the parts. -pp. 33, 43

Land forces comprise the oldest form of warfare in an era which is witnessing the greatest technology revolution in history.... We must capitalize on as much leverage as we can from technology.... By harnessing technology we can convert support manpower to combat power. -pp. 18, 340, 188

I don't think technology will ever take the place on the battlefield of the ultimate role of the soldier, or of units that are manned with people, because people are the ones who have to make judgments. -p. 340

Training

An individual soldier's competence and confidence in his military skills and capabilities, as well as confidence in his leaders, are perhaps the most important elements to ensure success on the battlefield and survival under tough and dangerous conditions. -p. 284

Tough training saves lives in battle. Soldiers instinctively know this and our mission demands it.... Training generates confidence in the organization and its leaders which in turn strengthens the morale of each soldier.... We must...give our soldiers the equipment, training, and leadership they need to have the best chance for survival. -pp. 283, 311

Good training leads directly to good discipline- both collective and individual. Concurrently, good training develops initiative and resourcefulness: the ability to perform independently under a wide range of conditions. -p. 283

Good training concentrates on wartime missions and the way units are going to fight, but at the same time assures that the training is safe. Training can be tough and demanding without being reckless or careless about the lives and limbs of our precious human resource. -p. 283

Good training means learning from mistakes, and allowing plenty of room for personal and professional growth. We can do this in peacetime. In wartime, we can't. -p. 283

Good training means recognizing the high value of soldiers' time. Good commanders protect their units from training detractors and last minute changes. -p. 284

Good training means strong leadership development with *NCOs fully responsible for individual training* and officers responsible for unit training. -p. 284

We must train as we expect to fight.... If we compromise on standards of training, we jeopardize unit cohesion and the lives of our soldiers who may have to fight tomorrow or deploy rapidly without further preparation. -pp. 74, 282

Well rehearsed battle drills at the squad and platoon level enable leaders and commanders to put into action quickly a plan of operations such as one might encounter in a meeting engagement. [In one example] since the battle drills were second nature, the soldiers needed to know only the directions for attack, their flank units, their objectives, and the locations of their leaders. -p. 174

The experiences of units at the National Training Center demonstrate conclusively the need for innovative thinking and initiative. Units that are the most effective tactically at the NTC are those whose junior leaders, both officers and NCOs, demonstrate an understanding of their higher commander's intent and are not afraid to act on their own initiative. NTC results show that on today's fast-moving and dispersed battlefield, innovation and initiative are essential to winning the first battle as well as the war. -p. 305

The Reserve Components are now sending battalions to the National Training Center, and they have performed effectively out there. -p. 351

The National Training Center...provides the finest, most realistic, and most challenging training in the world.... We have the best training in the world there, bar none, and I've seen training in forty countries and their armies. -pp. 59, 234

The United States and The Army

We are America's Army...and we can be only what the American people want us to be [and] can be no better than the American people want it to be.... As they demonstrate a strong will as a nation, then the Army will be there when needed. -p. 193

Our soldiers stand, as they have stood for over two centuries, as guardians against those who would deny us the freedoms we enjoy. They guard against those who would take our lives, either by the chains of oppression or with weapons. They guard and insure us against those who would tear down the sometimes frayed fabric of democracy under which we, and other peoples of the world, live and pursue our individual beliefs and desires. -p. 27

The military is an instrument of the national will, and not a substitute for it. -Secretary of Defense Caspar Weinberger paraphrasing Karl von Clausewitz, p. 172

It is customary in democratic countries to deplore expenditures on armaments as conflicting with the requirements of the social services. There is a tendency to forget that the most important social service that a government can do for its people is to keep them alive and free. -Air Marshal Sir John Slessor, p. 36

A basic question a soldier must answer in making the decision to serve his nation under arms is "What makes this nation, this way of life, worth defending?" At the most fundamental level, the answer is most often found in the freedoms, peace and human rights we each enjoy. -p. 26

Our soldiers must also feel a bond with their country. -p. 46

Values

Our profession involves deep moral values because we are dealing with matters of life and death- for ourselves, for those who serve shoulder to shoulder with us, for our nation, for our families, and for adversaries and noncombatants.... What can make the Army great is simply the quality of leadership and the enrichment of values. -pp. 279, 358

Values are intangible. While we cannot see or touch them, we can sense solid values in others. They, in turn, can sense them in us. -p. 190

Over the entrance to the Cadet Chapel at West Point is a large stone cross with a sword in it. The sword represents King Arthur's "Excalibur." For...soldiers the symbolic lesson is that the sword of military power

can be withdrawn only when governed by noble values. -p. 26

Soldiers...are the ones who will judge whether you spend your talents to make them ready and help them to grow. And they are the best judges of whether you spend your talents mostly on yourself. -p. 48

But unlike soldierly skills, ethics and values are more "caught" than "taught." They are "caught" by young soldiers from their leaders and their peers, from the ethical climate that exists in their squads, platoons, and companies. They are "caught" by West Point and ROTC cadets and OCS candidates. They are "caught" by children in families where moral values are lived day in and day out. Schoolroom discussion can never take the place of practical example. That is why I placed so much emphasis on leaders teaching by personal examples of excellence and caring counsel of subordinates. It is the most important legacy we leave. -p. 280

Veterans

Whether in war or peace, soldiers who have passed through the ranks of the United States Army in service to their country look back on that experience with a high sense of pride.... Veterans...never seem to lose the deep-seated pride that comes from serving one's country. -p. 289

Vision

In the Book of Proverbs it is written, "Where there is no vision, the people perish."... Vision, the ability to anticipate the course of future events, is what keeps the Army *steady on the course*. -p. 301

The Secretary of the Army [John O. Marsh, Jr.], with considerable vision...instituted the annual themes to focus the Army in a particular direction and to institutionalize progress. There's a synergism from all of these themes, beginning with the Spirit of Victory, then Fitness, Excellence, and the Year of the Family.... The Year of Leadership was to enrich the performance, training, and the commitment of leaders throughout the Army....The Year of Values...ties...the human dimension of the Army and the underpinning of our soldiers and their families, the basic values that have made our society great. These are historic values in support of freedom. -p. 356

It's awfully easy to be down among the details. It's awfully good to be a prisoner of the in-box and to deal with stuff that's given to you. It's much more difficult to champion new ideas, to rise above the fray, and to have a vision that carries a unit or an organization beyond the nearsightedness of day-to-day life.... Rise above it! -p. 234

Establish a vision for what you want to get done. Then...work on that vision. [By vision] you can measure your progress and success.... Without a vision there tends to be the potential for drift in an organization. -p. 331

Work

The difference between a career and a job is the difference between 60 and 40 hours a week. -Douglas Southall Freeman, p. 47

Do your job well because that is where honor lies. -a young soldier, p. 237

Don't...be one who reaches for the stool when there's a piano to be moved. -p. 112

We live in deeds, not years; in thoughts, not breaths...he most lives, who thinks most, feels the noblest, and acts the best. -a wise man, p. 244

The Sea of Galilee receives but does not keep the water from the Jordan. For every drop that flows into it another flows out.... The Sea of Galilee gives and lives. -p. 48

The Army has...given me and the family room to grow, to "be all that we could be." ...I've tried to give the very best that I could back to the Army in my four years. -pp. 259, 331

The Army renews itself. Cadets...around the country, graduate and enter the Army and senior officers retire.... I offer you a final salute and leave the Army confident that our future is in good hands.... *Thank God that some things like patriotism and professional military competence are eternal.* -pp. 46, 256, 66

General Carl E. Vuono

**United States Army Chief of Staff
June 1987- June 1991**

General Carl E. Vuono served as the thirty-first Chief of Staff, United States Army from 1987-1991. All the quotations in this chapter are from his collected works, entitled *Collected Works of the Thirty-first Chief of Staff, United States Army*.

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The Army

The armed forces of the United States will be of profound importance in determining whether humanity will move ahead into a new world of peace and freedom, or whether we will simply fall back into that seemingly endless cycle of violence that has plagued mankind for 10,000 years. -p. 265

The Army is our nation's clearest and most credible symbol of resolve.... When the Army is committed, it best symbolizes the commitment of the American people, our most powerful weapon and a great source of reassurance for our allies. -pp. 114, 134

[The profession of arms is] an exciting, dynamic profession that stands as a bastion of stability in a very volatile world. -p. 267

The American military experience provides valuable lessons in dealing with the present and coping with the future. In contrast to our historical peacetime defense posture, the wars of the 20th century have all highlighted the importance of ready ground forces. The four wars we fought in this century have taught us that war on any scale focuses on the control of land, people, and resources, none of which is possible without a capable Army.... The Army is the only force that can successfully terminate major conflicts. -p. 134

Your careers will write the history of the Army.... The future is bright with promise, and the Army stands at the forefront of our nation's defense. -pp. 378, 376

The Army- Missions and Roles

The U.S. Army has played an indispensable role in the protection of our nation for more than 200 years. The role of the Army today is as important as it has ever been. In peacetime, the demonstrated ability of the Army to project and sustain significant combat forces over great distances is the first line of deterrence and the most effective guarantor of peace. In war, the same capabilities are essential to defeat aggression on the battlefield and to ensure the survival of the nation. -p. 194

The Army fulfills roles that are essential for a national military strategy, in peace and war. These are roles that only the Army can perform. Only the Army has the elements of combat power able to conduct

contingency operations or support friendly nations around the globe. Only the Army can defend U.S. vital interests in sustained land combat wherever those interests are threatened. Only the Army has the active and Reserve Components necessary to support civil disasters throughout this land of ours. Only the Army can provide that most visible and credible symbol of our national resolve- the American soldier forward deployed on freedom's frontier. -p. 141

The Army must be seen in the richness of its strategic roles, its geographical reach, and its unique and indispensable contributions to the security of the nation. -p. 209

Army Strategic Roles: provide forward-deployed ground forces for deterrence, sustained land combat, and conflict termination in areas of vital interest; maintain combat-ready ground forces- heavy, light, and special operations- in CONUS for immediate contingencies world-wide; maintain forces in CONUS able to reinforce forward-deployed and contingency forces; participate in disaster relief, emergency assistance, and interdiction of illicit drug traffic; provide support to allied and friendly nations through peacekeeping, security assistance, and Army-to-Army initiatives. -p. 411

The military has to have global reach, either with forces that are forward deployed or forces that we can move rapidly from one location to another. -p. 76

The Army and The Nation

The Army is continuously preparing for war. We do not do the job alone: We recruit from the nation's youth, we employ the products of industry, we operate in unified actions with our sister Services and allies, and we receive resources and guidance from the nation's elected representatives.... We are partners in national defense. -p. 66

Our Army represents the democracy in ways that few institutions can claim. -p. 143

We must not forget...that the causes of low-intensity conflict generally are political and economic rather than military. Although the military aspects may be crucial, the solutions to low-intensity conflict go far beyond the military dimension. Military action can only be a shield against violent opponents and a source of assistance to the civil authorities responsible for

political, economic, and social development.... History demonstrates that military might cannot substitute for effective nation building and legitimate political institutions that meet citizens' needs. -p. 408

Artillery

For more than two centuries, the thunder of the artillery has given voice to America's commitment to stand and fight for the principles of freedom and democracy. -p. 294

The words "Shot, over" will forever stand as our ultimate pledge to the maneuver forces we support. -p. 217

Attitude

Develop a positive attitude. Henry Ford, the great American industrialist once said, "Whether you think you can, or whether you think you can't, you're right." Attitude shapes everything. If our attitude is positive, we open up great opportunities for ourselves and for those whom we serve. -p. 124

Staying positive and keeping my sense of humor gets me by in the difficult times and makes the good times even more enjoyable. -p. 75

AUSA

AUSA performs a vital support role, informing the American people and government about what our Army does to meet its responsibilities.... The truth is that your role in our Army is the great untold story that the American public has never really known. While we are busy with the day-to-day work of the Army, you are...working tirelessly to help young soldiers and their families. On behalf of a grateful Army, you have our most sincere thanks and gratitude for your contribution. -p. 144

Caring

[To the] officers and NCOs who truly care about their soldiers...their soldiers will give it back tenfold. -p. 56

The concern expressed by the first-line supervisors is the essence of Army caring. But the most important

form of caring for these excellent soldiers is preparing them to fight and win if called to war. -p. 24

Soldiers in Panama...said they were confident because they knew their job, they were well trained, they knew their equipment would work, they had confidence in their buddies, and most importantly, they knew their leaders- NCOs and officers- would take care of them. -p. 451

Climate

We build and sustain quality by establishing an environment in which all soldiers, civilians, and family members can fulfill their highest goals for personal achievement and professional growth. -p. 302

You have to provide [soldiers] a vibrant organization of which they can be proud. You have to provide them an opportunity to grow, to train realistically, to be challenged, and to accomplish something. -p. 73

The most important single factor that makes good soldiers want to continue in the profession of arms is the kind of environment that we establish in our units- in our platoons, in our companies, in our battalions. -p. 184

Cohesion and Trust

That unbreakable bond that develops between soldiers...is at the very heart of our profession. -p. 381

If you trust in peace, you trust in war. -p. 58

(See also Professionalism; Standards)

DESERT STORM

DESERT STORM was, above all else, a victory for the community of nations and for the future of humanity. -p. 357

The men and women of DESERT STORM...whether in the active component, National Guard, the USAR, or part of our civilian workforce...are part of the Total Army team worldwide that is responsible for our victory in the desert and for the advance of freedom in the far reaches of the globe.... Every husband and wife, every parent, and every child who sent a loved one to

war is an equal partner in the victory of DESERT STORM. -pp. 362, 367

One of the enduring memories of this war will be the images of America's soldiers moving into battle with an iron determination to crush the enemy and, only hours later, treating defeated Iraqi prisoners with dignity and respect.... We equally honor the unsung heroes of DESERT STORM- the soldiers who manned the ramparts of freedom in other regions of the world, the soldiers who provided invaluable support for our forces in the desert, and the soldiers who maintained undiminished readiness for contingencies worldwide. -pp. 352-353

The quality of our Army stands out in stark relief in the Arabian desert. Everywhere I went, our soldiers demonstrated high standards of discipline and an impressive commitment to what our nation has asked of them. They have great faith in their training, in their weapons, and in their leaders. There is no idle chest thumping or empty boasting among our soldiers; rather, each of them is soberly and quietly confident. "If he wants a fight," several soldiers told me, "he's come to the right place." -October 12, 1990, p. 308

The successful conduct of the final phase of Operation DESERT STORM was a powerful demonstration of the effectiveness of conventional forces operating jointly to achieve objectives attainable in no other way. -p. 421

(See also **Higher Purpose and Selfless Service; Jointness; NCOs; Power**)

Doctrine

Our doctrine is based on timeless principles of war.... AirLand Battle...is a set of tactics, techniques, and procedures that describes the way we will fight [and] is a doctrine that focuses on traditional American leadership strengths. It recognizes that the edge we gain over our adversary will not come from matching him man for man or tank for tank, but from overall unit capability and the ability to concentrate the combat power of those units when and where needed. We can describe our how-to-fight doctrine by identifying its four basic characteristics: depth, initiative, agility, and synchronization. -pp. 109, 31-32

The starting point for the Army's preparation for war is doctrine. It not only tells us how we can fight and win

on the battlefield, but it also guides designing and modernizing our forces. Our AirLand Battle doctrine describes how we can defeat the enemy, but it can only work when it is carried out all the way down to the level of the individual soldier and his weapon.... The Army's war-fighting doctrine is entitled AirLand Battle in recognition of the need for total integration of the combat power of all Services in modern war. -pp. 24, 135

We must ensure that our doctrine remains evolutionary. Our doctrine must be compatible with our responsibilities as an Army to support the various Commanders-in-Chief (CINCs), around the world. It has to be a doctrine that is sound for both NATO and for other parts of the world where we may be called upon to fight as part of a joint and combined force. -p. 3

At the very heart of warfare lies doctrine. It represents the central beliefs for waging war in order to achieve victory. Doctrine is of the mind, a network of faith and knowledge, reinforced by experience, which lays a pattern for the utilization of men, equipment, and tactics. It is fundamental to sound judgment. -Gen Curtis LeMay, p. 131

Families

Families...are a bastion of strength and a wellspring of values that undergirds the trained and ready Army of today. -p. 368

[The sense of family in the Army] is clearly reflected in a casual exchange between Army children on a playground in Germany. One child was a newcomer to the community and living in a guest house, while his playmate had been around for a while. "Won't you be glad when you have a home?" asked the long-time resident. "Oh, we have a home," responded the newcomer. "All we need is a house." -p. 316

I would like to have a nickel for the number of times I have said to my wife, Pat, "Gee, I did not know that." I want to ask you [leader's spouses] to be aware of the day-to-day problems that may face the soldiers and their families. If you will do that, I think it will be very helpful to your husbands and to the Army. -p. 443

[Battalion commanders' spouses not only have help available from] outside agencies, but I would say...draw from the command sergeant major.... You

will want the kind of advice and guidance and assistance he can give- it is invaluable. -p. 444

No poet could ever capture what Pat Vuono has meant to me. Wife and mother, my strongest critic and my best friend, an inseparable partner of infinite patience...for everything you have done and for everything that you are, I am eternally grateful. -p. 383

Freedom

To oppressed peoples all over the world, our soldiers are a symbol of freedom.... After a long and empty night of uncertainty and fear, the East Germans on one refugee train to the west finally crossed the border at the town of Hof. Someone on the train asked doubtfully, "Are we really in the west?" Just then, in the early light of dawn, they looked out to see soldiers of the 2d Armored Cavalry Regiment patrolling the border. At that instant, a cry of joy went up, "There are the Americans. We are free." -pp. 206, 201

The yearning of...people for basic human dignity knows no political boundaries. -p. 280

Those who came before us have left a great legacy. The personal freedoms that we enjoy today, our security, and our material well-being are ours only because earlier Americans envisioned them and provided us with a framework for making them real. -p. 11

Our nation shines forth as a champion of freedom. -p. 321

Freedom- the Growth of

As we witness the flourishing of democracy throughout the world, each of us should take enormous pride in the critical role the United States Army has played. For these changes are not the result of some accidental whim of history. They are the product of generations of committed, dedicated men and women who have prevented conflict in Europe and have confronted the forces of oppression in contingency operations worldwide. -p. 294

Let future generations understand that freedom was triumphant in Europe because of the unrelenting courage and undaunted commitment of the American soldier- men and women who stood shoulder-to-

shoulder with our allies and our sister Services, and together bought the time necessary for the forces of freedom and democracy to prevail. -p. 309

I saw the Berlin Wall, the absolute example of oppression since the early '60s, crumbled and broken and consigned to the judgment of history.... It is an unbelievable sight to go into Berlin. -p. 265

Last month, I went up to what used to be the 8th ID sector of the inter-German border. The barbed wire was gone, the watchtowers were empty, and the death strip was already budding with the grasses of a new generation. I stood there with the soldiers of the Blackhorse Regiment and the Pathfinder Division, and, like many of you here today, I had vivid memories of what that border used to mean. As I surveyed the new reality, I took enormous pride- shared by each of us who have served the nation- in the victory that the Army has helped bring about. -p. 309

[The] new collar insignia for the enlisted soldiers in the Public Affairs community...consists of a quill symbolizing the power of truth, the ultimate protector of a free society. The quill is crossed by a lightning bolt indicating the speed with which the truth must be conveyed. And finally, above all, is a sword- a sword showing our enduring commitment to defend the principles of freedom that we hold so dear. -p. 210

(See also Peace)

Higher Purpose and Selfless Service

Take with you...the recognition of the transcending importance of service.... Selfless service is the epitome of one's legacy to his profession. -p. 124

There is great satisfaction in serving one's country, one's community, or one's fellow citizens.... Commitment transcends the bounds of material gain. -pp. 175, 254

In meeting challenges, your ability to inspire soldiers and do so selflessly is of transcending importance and is unaffected by the branch you choose or where you will be assigned. -p. 142

[Soldiers] have an intense desire to serve.... We must...capitalize on the pride that grows from a commitment to selfless service. -pp. 38, 255

An Army lieutenant returning from the Gulf [War] was asked what it was that allowed him to survive six months in the desert and gave him courage in combat. He thought for a minute and answered with a wisdom far beyond his years, "It was a commitment to a cause greater than myself." -p. 360

(See also **DESERT STORM**)

The Human Dimension

The quality of our people- soldiers and civilians- more than any other characteristic, will determine the versatility of the Army. -p. 225

The Army's basic building block is and will remain the individual soldier and civilian. -p. 243

Imperatives

[Our six] imperatives not only serve to guide the Army now but also stand as a beacon to help steer us through an uncertain future into the next century.... Army Fundamental Imperatives: *Quality*: attract and retain high quality soldiers and civilians; *Doctrine*: maintain forward-looking warfighting doctrine; *Force Structure*: maintain the force size and mix of heavy, light, and special operations units required by national strategy; *Training*: conduct tough, realistic training; *Modernization*: modernize continuously to ensure Army forces have needed warfighting capabilities; *Leader Development*: develop competent, confident leaders. -pp. 202, 412

Infantry

History makes it abundantly clear that all battles and all wars have been won, and...in the future will be won, by the Infantryman- the individual soldier who bears the brunt of the casualties and suffers greater extremes of discomfort and fatigue. -p. 140

Infantry elements form the basic combat building blocks for all...forces. -p. 139

The Infantry soldier...will continue to be the solid rock on which wars are finally settled. Everything we can do to give him prestige, to develop his weapons, to afford a general knowledge of the use of those weapons, are just so many steps in the right direction. -Gen George Marshall, p. 140

Innovation and Creativity

Creativity is something that does not cost much, but we reap great dividends with the creativity and the energy that can be generated. -p. 123

We can expect a much greater return on the investment for our combat readiness if we take advantage of the...ingenuity, creativity, and leadership offered by smarter soldiers. -p. 104

Change brings with it new perspectives and fresh ideas on the great issues of our times. -p. 361

We can ensure that we shape the Army's needs for our national defense...only through developing forward-looking concepts and innovative programs now. -p. 22

Jointness

For the U.S. armed forces, maintaining an effective capability to fight means preparing to fight jointly: theater objectives, campaign plans, and force packages that take full account of all Services' capabilities and ensure unity of effort [and] effective employment of combat power.... The key to the successful employment of conventional combat power in war is to fight jointly- a lesson that stood in stark relief in DESERT STORM. -pp. 19, 416

Interoperability is another word for how we ensure that we are fighting together and doing it right. [Some] translate interoperability into hardware and [focus on] compatibility in the various hardware systems. But interoperability is much broader than that.... Interoperability goes back to a fundamental understanding of how each Service intends to fight and to see what commonality you can find there in mutual support. You do as much as you can in joint training exercises, both in terms of soldiers, sailors, airmen, and marines on the ground, but, more importantly...in the training that you benefit from by joint war games and joint exercises where leaders are together discussing and understanding the strengths and limitations. -p. 35

Leadership

Leaders who can influence the course of battle- from squad level up- have been a traditional strength of our Army. -p. 110

Every member of the Army is a potential leader- civilian or military. -p. 38

Leaders are not born; they are made. -p. 96

Never say "Things were screwed up when I took over."... Always give credit to those before you- it does not cost you a nickel but you are paid off a hundred fold. -p. 439

Whether a young sergeant, or a young lieutenant, or a captain, the example that is set for [young soldiers], the standards that we ask them to adhere to, are things that they will never forget. That is returned tenfold as they proceed and impact on other young sergeants and other young officers. -p. 41

Do not infringe on the time of your troops because you are dealing with the most inexperienced people in the chain of command, and the command is your captives, and they need time.... Manage your time so that they can manage theirs. -pp. 439-440

Look for ways to reinforce success. -p. 163

Leadership Development

The most lasting legacy we leave is the leaders we develop for the future.... When a squad leader or first sergeant comes up to you and says that you gave him direction when he was a private or a young sergeant, then you know what I mean. -p. 25

Leader development is more than assignment or policies. It is a commitment- a commitment by the Army to look at all aspects of a soldier's professional development so that the result is a leader capable of contributing to the joint warfighting mission of our Army.... Leader development for soldiers and civilians is our most important and lasting contribution to shaping the Army of the future. -pp. 30, 406

We develop our officer, noncommissioned officer, and civilian leaders through a system that rests upon three fundamental pillars: formal education, operational experience, and individual self-development. The pillars reinforce each other. Each is essential. No one pillar can fully develop our leaders to the point

required for effective execution of joint and combined operations without the other two. -p. 154

Our leader development concentrates on those characteristics a leader must have to excel on the modern battlefield: technical and tactical competence; the ability to develop well-thought-out concepts understood and supported by all; the ability to make rapid and accurate decisions- coherent, faster than the enemy; the ability to take prudent risks- bold, confident operators with sound judgment; the ability to exploit opportunities- aggressive, take the offensive, seize the initiative; the ability to leverage technology; genuine concern and caring for soldiers and families. - p. 31

The development of leaders is a shared responsibility between the individual and the Army; leaders must invest their own time and energy if they are to attain the levels of competence demanded today. -p. 192

Every one of us has the responsibility to teach and to provide the opportunity for subordinates to contribute and to grow. We must help junior leaders develop through guidance, coaching, encouragement, and listening. Then we should step back and allow them to expand their competence and confidence thorough experience. -p. 20

An inherent requirement of an officer's education and training is to provide the tools necessary to deal effectively with the uncertainty that inevitably will arise on any future battlefield. Stated another way, our leaders must develop the ability to deal with circumstances that cannot be wholly foreseen. -p. 81
Competence is not an inherited trait; it grows out of dedication, education, experience, tough, realistic training, and plain hard work. -p. 253

There really is no greater sense of self satisfaction...than to take a young sergeant or a young lieutenant or captain and watch him or her grow.... I believe it is the greatest long-term legacy that you will leave the Army. -p. 436

Learning and Self-Development

You [must] broaden your competence through self-development. You will not get everything you need to develop to your maximum potential from our schools or while on the job. You must work on your own. That requires your self-discipline and sacrifice, but the payoff to you and the Army is great. -p. 163

You have to understand the doctrine that is applicable to your organization. Now, it is no sin if you do not know all there is to know about it, but it is a sin if you do not do something about it. -p. 431

Educational tools...increase the power and leverage of your abilities. -p. 75

You have a wealth of lessons learned. Before they become cloudy in the back of your mind, write about them. We need that kind of intellectual energy to move our profession.... Our professional journals- designed to reach the broadest sweep of audiences across the widest range of issues- will be especially important in the years ahead. -pp. 69, 256

We should look for opportunities...to implement reading and writing programs and to emphasize practical lessons in our study of history while not forgetting the more traditional subjects that focus on current job performance and the unit's mission-essential task list. -p. 256

You would be amazed at the lessons you learn from the Civil War that are very applicable today, particularly in the area of leadership. -p. 71

Listening

Much of the success that you have had as students can be attributed to good listening. Too often we fail to take advantage of these skills later in life.... It is a wise man who learns from the counsel and experiences of others. -p. 75

Be on "receive" more than you are on "transmit"... There is nothing that you all cannot fix in your battalion and your brigade if you know about it early enough, but by the time it gets beyond that it is just sort of bandaidding it. A battalion commander can fix just about anything, but he has got to know about it; and he will only know about it if he will listen. -p. 439

Listening is an attitude, listening is an environment. It is people wanting to tell you something because they know you will do something about it. -p. 439

Management

You and I are on a crusade- a crusade to streamline administrative requirements, to reduce all noncritical functions to a minimum, and to boost the training that is essential to your mission in everything you do. -p. 185

Modernization

Modernization is trying to figure out what you need to do to posture yourself as an Army on the battlefield in the 21st century. It is [thinking] through concepts that you want to bring out, compared to how you want to fight in the [future]. -p. 39

Modernization is...a process. It involves concepts and doctrine, training, leadership, and, finally, equipment and organization.... Force modernization is more than just fielding equipment. It is the integration of concepts and doctrine, personnel, training, operations, logistics, research and development, and the acquisition functions necessary to organize, train, equip, and sustain a ready force. That is why our doctrine and our joint warfighting concepts are the basis of force modernization. -pp. 113, 29

Modernization...is the only way to protect the future. -p. 301

Our modernization strategy leverages both concepts and technology to produce the greatest warfighting advantage by pitting our enduring strengths against threat vulnerabilities.... We must modernize in those areas where we have shortfalls and where we get the biggest payoff for our modernization efforts. -pp. 133, 233

Our modernization challenge has three features: to ensure our future readiness with a stable and adequate level of investment; to maintain our near term readiness for warfighting; and to integrate and synchronize our modernization efforts across the entire Army, over time. -p. 133

Another way NCOs contribute to modernization...is by taking an objective look at the systems and organizations we have and recommending improvements. Sergeants need to commit themselves to being "part of the solution" and recommending how we can better do the job.... Platoon sergeants and platoon leaders who integrate...new systems...make modernization happen. -pp. 25, 55

If we ask young Americans to brave the perils of combat...we owe them the finest weapons that our nation can produce. -p. 232

Force modernization is given form and direction by our doctrine. The requirements that we satisfy with the weapons systems we build or buy off the shelf are based on the doctrine's warfighting concepts and the projected threat. -p. 21

Momentum

In the future, if we are to live up to the responsibilities history has placed upon this great nation and acquit ourselves well in the eyes of our citizens, then it is important that we maintain the momentum that has created today's Army- an Army of superior young men and women, representing the finest of our nation's youth, an Army of leaders who understand their role in training and caring for those soldiers, and an Army which takes great pride in its role of supporting and defending the Constitution of these United States. -p. 12

The key to continuing the Army's momentum is a recognition of what is important. -p. 30

As we move ahead in the dynamic global environment, we must build on the momentum the Army has achieved in recent years through the dedicated hard work of our superb civilian and military leaders and the members of the Total Army- active forces, Army Reserve, and Army National Guard. -p. 7

We must retain steel threads of continuity- continuity of purpose, continuity of commitment, and continuity of capability. -p. 365

NCOs

Noncommissioned officers [are] the heart and soul of our force. They are the heart because they determine our pulse.... They are the Army's soul because they represent and demand the soldierly virtues of dedication, and discipline, and the sense of responsibility. -p. 8

If you look at the history of our Army and you look at the peaks and valleys of the efficiency of our force, look at the status of the NCO corps at that particular time. -p. 68

What sets us apart in our Army is the noncommissioned officer corps. -p. 98

It is our sergeants above all who live by the words of a young George Marshall when he said, "When all are tired, cold, and hungry at the end of the day, it is the leader who puts aside his personal discomfort to look to the needs of his soldiers." -p. 381

The NCO corps makes a difference in peace and makes a difference in war, and when we send soldiers to battle it is the NCO corps that will make the difference with those soldiers, with our units, with our Army. -p. 98

The victory in Operation DESERT STORM must be remembered above all as a monument to the Army's corps of noncommissioned officers- the squad leaders, tank commanders, section chiefs, platoon sergeants, first sergeants, and command sergeants major in combat, combat support, and combat service support units- men and women who won the battle where it counted: up close and personal. -p. 381

Effective leader development programs are continuously reinforced by the untarnished image of unrelenting professionalism in our NCOs. If you are unyielding in enforcing high ethical standards, you will be able to look into the eyes of your soldiers and say confidently, "Follow me and do as I do." -p. 291

Combined arms integration does not take place only at the brigade or battalion level. It takes place at the company and platoon, and that is where the sergeants have to translate tactical doctrine into specific actions to be taken by the soldiers. NCOs knowing doctrine are the key to battlefield coordination. -p. 24

Doctrine continues to evolve. It changes in response to the developing threat and technology, but it also changes as we develop experience with fielded systems and discover what we can and cannot do. NCOs are at the front edge of field experience, and they need to provide the information the system needs to keep current. -pp. 24-25

On a recent visit to Europe, I talked to a scout squad that had won a prestigious award for being the best of its kind in Europe. When I asked one soldier for the secret of his squad's success, he said without any

hesitation, "Sir, that's easy. Hard work and my sergeant." -p. 163

[NCOs] are the ones who make a difference in the retention of the young soldier because...the soldier looks to his sergeant for guidance, counseling, coaching, teaching, and just to lean on when things are not going so well. -p. 48

Junior NCOs need to understand the importance of detailed planning and proper execution because they are key to making it happen. -p. 25

The NCO is also key to success in large-scale exercises. Our doctrine hinges on the correct performance of large-scale operations. Training at the NTC or in large joint exercises such as REFORGER provide added realism, and it also enables us to practice integrating combat power at higher levels. Maneuvering battalions or brigades at Fort Irwin challenges everybody, from the soldier to the brigade commander. Not only must the NCO face the challenges posed to him personally, but he must also facilitate the officers' training by freeing them to concentrate on planning and executing the integration of combat power. Training provides the opportunity for building unit teams, but it can only happen through the work of sergeants. -p. 25

The Sergeant Major of the Army...is the standard bearer in the development of NCOs. He is the central voice on the issues of NCO education, development, and assignment. He is the monitor of how the Army is taking care of our soldiers and their families. He is a leader, a teacher, and a role model. He establishes priorities and sets the tone and temper of the noncommissioned officer corps. He is...a loyal implementer of national defense programs. He must understand the past, yet have a sense of vision. He must lead by example. As the highest ranking noncommissioned officer in our Army, [he] represents our proud NCO corps in our relationships with other Services and other nations. -p. 8

The quality of the Army is directly linked to our noncommissioned officer corps. -p. 107

In recognition of the important role our NCOs play in keeping our Army trained and ready, the Secretary [John Marsh] and I have designated 1989 as the "Year of the NCO." -p. 146

[NCOs are] the rock upon which our nation's security is built. They are the leaders, trainers, standard-bearers, and disciplinarians who have made the Army the cornerstone of our national military strategy. -p. 187

(See also Family; Modernization; Training)

NCO/Officer Relationship

Throughout the ages, the most celebrated leaders in the profession of arms began their rise with the simple words, "Sergeant, show me how." -p. 262

Competence...grows from study, discipline, and plain hard work. As a young officer, you must tap one of the greatest sources of practical knowledge- the corps of noncommissioned officers that are throughout our ranks- sergeants of unmatched ability and dedication.. -p. 262

There is nobody who wants you to succeed more than your command sergeant major, but you have to let him inside to make that happen. -address to the Precommand Course, p. 440

A tremendous source of assistance in your learning is from your noncommissioned officers and your fellow officers.... Take advantage of that from the day that you are commissioned. It stays with you as long as you are privileged to wear the uniform. -p. 71

We were having a stand-to at about four o'clock in the morning [and I was wandering around on my first exercise as a second lieutenant] looking for the coffee. I found it and...asked where is the cream and sugar. Over there. Well, over there was on the back end of a trailer.... What I found was a 5-pound bag of sugar. I went in and I hit rock; you know the thing had become solid rock, and I could not get it out. I was in there trying to get it, and I thought I would get the milk. Well, the milk was in one of these little evaporated milk cans back in those days, no labels on it, but the milk had gotten caked, you know how it gets caked around it, and I was shaking and could not get any out. And I did not think anybody was there; it was dark as hell. So I heard this voice, "Lieutenant Vuono, can I speak to you, sir?" and I looked up and it was the First Sergeant. And I answered, "First Sergeant, what can I do for you?" He said, "Sir, it is what I can do for you." I said, "What is up?" He said "Lieutenant Vuono, do you intend to make a career out of the Army?" I thought that was a hell of a question to ask a guy at

4:30 in the morning. I said, "Well, First Sergeant, I do not know, I have not thought much about that yet." "Well," he said, "if you do, you got to do one of two things. You got to either stop drinking coffee or quit drinking it with cream and sugar. You are just making a fool out of yourself walking around looking for the sugar and cream." To this day I drink my coffee black. -pp. 436-437

Opportunity

I remember...men returning from war who went back to school and became leaders in the community. Service rewarded by opportunity- that is an American tradition. -pp. 13-14

The years ahead will present traditional challenges as well as new threats and unique opportunities. -p. 406

America has a bond of trust, of confidence in its soldiers. Equal opportunity strengthens the bond. -p. 177

Organizational Development

The broad view of history records that successful institutions are always growing and adjusting to changing circumstances. As the guarantors of our nation's security, the armed forces share continuously evolving responsibilities. There is no such thing as a "final" force design or an "ultimate" weapon. -p. 22

I learned a long time ago that leaders, noncommissioned officer and officer leaders, are continually in the business of assessing their organization. It does not make a difference whether it is a squad or it is the Army. -p. 67

Peace

It is not the dangerous days of battle which most strongly test the soldier's resolution, but the years of peace, when many voices, offering many counsels, bewilder and confound him. -Gen Matthew Ridgway, p. 378

Today our nation enjoys two preeminent blessings- peace and freedom. To a marked degree, this favorable situation is due to the revitalization of our nation's armed services and the strengths of our Army. Through our soldiers we demonstrate the capability

and the will to defend our own interests and share in the common defense with our allies. We can maintain peace and freedom for our nation by ensuring that the Army is trained and ready, today and tomorrow, to carry out its roles anywhere in the world, anytime. -p. 149

To secure peace for the United States and free nations through the world, we seek to convince our adversaries that the cost of any war would be too high and the probability of success too low.... Clearly, we have learned a key lesson of history- that poorly trained armies invite attack by enemies, incur casualties needlessly, and ultimately suffer defeat. -pp. 19, 105

Peace is a most fragile commodity.... Preservation of peace is the essence of deterrence and is our sacred responsibility to the American people. -pp. 133, 202

Power

We must maintain the right mix of forces- armored, mechanized, light, and special operations- within our active and Reserve Components- that provide us the necessary versatility in implementing our national strategy.... I liken this imperative to a kit bag from which we can draw out the right forces we need for the job- whether it is a minor regional contingency such as JUST CAUSE, which was predominantly light forces supported by elements of mechanized and armor, or a major regional contingency such as DESERT STORM that required the largest commitment of U.S. armored forces since World War II. We must have forces whose capabilities range across the entire spectrum of conflict while we retain also the ability to tailor forces that can operate competently in joint and combined operations. -p. 365

Military power is only one aspect.... We [need to] look at political power, economic power, and social power.... Each Service is only a portion of the complex mosaic that constitutes a nation's military power. -pp. 88, 105

It is not enough to fight, it is the spirit we bring to the fight that decides the issue. -Gen George Marshall, p. 72

[In DESERT STORM] the United States projected more combat power over greater distances in less time

than at any other point in the history of organized warfare.... DESERT STORM demonstrated that the ability to project significant combat power was greatly enhanced by a decade of work done to pre-position supplies and develop air bases and seaports in Saudi Arabia and elsewhere in the region. -pp. 349, 419

Professionalism

The key to success in the Army of tomorrow will be the same as it is today: uncompromising professionalism- professionalism that has its roots in the qualities of competence, responsibility, and commitment. These are qualities that separate a professional from an employee, and they are qualities indispensable for our Army. -p. 237

Professionalism is the quality that sustains each of us through harsh times and difficult assignments. It also forges an iron bond with our fellow soldiers- a bond that will not break, even under the stress of combat. - p. 238

A professional is committed to the profession of arms- a commitment that must include the willingness to sacrifice personal interests, even risking life itself in the defense of the nation. It is this unrelenting commitment that sustains our leaders in times of trial, and it is this commitment that lends honor and dignity to personal achievement. -p. 301

Professionalism is the best measure that an Army can have to determine the success of that Army in peace, and most importantly, the success of that Army in battle. -p. 450

Professionalism and dedication...energize our Army...a shining badge of honor. -pp. 105, 377

Readiness

As in the past, we must accept the apparent paradox that to maintain the peace, we must be visibly prepared for war. -p. 133

Forward-deployed, land-based forces are our strongest, most credible form of commitment. -p. 166

Readiness demands continuous improvements. -p. 29

Quality is not a luxury; it is a necessity for a nation like ours which must fight outnumbered and cannot expect to match our adversaries weapon for weapon, man for man. -p. 18

As the United States proceeds with negotiations to enhance its security, it must also ensure that U.S. forces are able to meet the threat as it exists, not as we would like it to be. Arms control agreements can be powerful complements to, but not substitutes for, a strong defense. -p. 108

Recruiting

The best recruiting tool we have...is the soldier who returns to his hometown and relates positive, compelling stories of Army life to his friends and would-be volunteers. -p. 198

Reserve Components

We depend on our Reserve Components not just for potential...but for current readiness. We will fight the first battle together. -p. 19

[The National Guard has] a special obligation to keep us in touch with our society, help us explain why and how we execute our constitutional charges, and how, indeed, we defend that document against all challenges. -p. 18

While we are celebrating the 200th year of our Constitution, our National Guard is in its 351st year of service to the nation. The militia defending the Massachusetts colony in 1636 is still on duty as the 101st Engineer Battalion, the 101st Field Artillery Battalion, 1st and 2d Battalion, 181st and 182d Infantry. And today, as they were in the very first years of our national existence, the imperatives of providing for the common defense and securing the blessings of liberty are the focus for the American profession of arms. -p. 16

The Total Force concept is deterrence in action. -p. 16

About half of the soldier-statesmen signers of the Constitution were members of their militias. -p. 16

Resources

Military forces, like athletes, need continuous training and nourishment. -p. 166

Clearly, there are resource implications for the modernization of conventional defenses. Effective, visible conventional forces are expensive investments, but they are also essential guarantees for future security. So the challenge is to establish priorities that will allow for continued enhancement of our conventional defenses even as resources are constrained.... We will continue to face many tough choices in selecting and timing our modernization efforts. The best way to prioritize them is to examine what deters and what wins on the battlefield. -pp. 104, 21

The challenges of modernization are many. Technology continues to accelerate the pace of change so that the life span of a technological edge may be very short indeed. This often makes long lead times on development and procurement ineffective as well as inefficient. So we have to continue to explore the use of off-the-shelf items to meet our pressing requirements. -p. 29

The Army, as well as its sister services and other agencies of the government, will be obliged to ensure maximum value is extracted from each dollar in line with priorities that focus us on our essential requirements.... Our priorities also reflect the need to maintain the appropriate relationship between readiness, sustainability, modernization, and force structure. -p. 109

Responsibility

By its very nature, the Army instills in our leaders a deep and abiding sense of responsibility. The entire chain of command must keep that all-embracing ethic at the forefront of our thought. Responsibility is an integral part of every leadership position in the Army and is a quality that we must continue to develop, foster, and support at all levels. We want leaders in the Army who personally practice the maxim made famous by President Harry Truman that "the buck stops here." -p. 254

We are entrusted with the most precious commodity this nation has- its sons and daughters. -p. 140

We build on the past, we are responsible for the present, and we shape the future. -p. 6

Enter upon your inheritance, accept your responsibilities. -Winston Churchill, p. 262

Safety

Safety is an inherent aspect of every training standard and event- not as a competitor with good training but as a result of good training. -p. 21

Soldiers

Soldiers...capture the essence of the American spirit: courageous in war, compassionate in peace, and committed to the defense of the nation. -p. 359

The high quality of the American soldier- a combination of intelligence, initiative, combat skill, tenacity, and physical toughness- has been a traditional source of victory in battle. -p. 405

Quality soldiers are a combat multiplier.... Quality soldiers maximize the potential of modern equipment. -pp. 28, 19

No symbol of resolve is more persuasive than a U.S. soldier, well trained, well equipped, well supplied, well led, and determined to hold his ground.... The soldier is the ultimate symbol of resolve of this great nation. -pp. 154, 156

The young soldiers and airmen in our units are...our real "strategic weapon." -p. 18

A soldier is a man; he has rights; they must be made known to him and thereafter respected. He has ambition; it must be stirred. He has a belief in fair play; it must be honored. He has a need of comradeship; it must be supplied. He has imagination; it must be stimulated. He has a sense of personal dignity; it must be sustained. He has pride; it can be satisfied and made the bedrock of character once he is assured that he is playing a useful and respected role. He becomes loyal because loyalty has been given to him. -Gen George Marshall, p. 143

(See also Freedom)

Space

Space provides leverage for enhancing the warfighting capabilities of the unified commanders. The space perspective will contribute to the continuing evolution of our warfighting doctrine. -p. 66

The Army played a leading role when the nation first began its serious space exploration efforts.... In January 1958, an Army booster placed in orbit Explorer I, the first American satellite.... The Army's work on rockets and missiles...provided the foundation for the current United States space program. -pp. 66, 411

Standards

Standards are the measures of excellence toward which you guide your efforts. Standards tell us much about leaders. Standards are important to the Army because we are truly in a dangerous profession. We prepare soldiers for battle. -p. 142

High standards, combined with an assessment of soldiers' performance, are a powerful means of developing teamwork and discipline in a unit from platoon through army. By consistently meeting high standards you reinforce the very special bond that exists between you and your soldiers. -p. 142

Your duty as a leader is to uphold standards. The first time your soldiers fail to meet standards, take corrective action. Do not sit back and wait; if you do nothing you allow a soldier to establish a lower standard for himself and for the organization. -p. 142

We measure soldiers not on the basis of gender, race, creed, or color, but rather on performance.... We pride ourselves in the Army that regardless of gender, race, creed, or color, if you meet the standard, you make it in our Army. -pp. 143, 450

The Army is a wonderful place to serve as an NCO and officer because we have a standard...for everything- dress, discipline, maintenance, and training.... The only time we get in difficulty as leaders is when we do not know what the standard is or we do not enforce the standard. -CSM Bill Peters, pp. 97, 71

The standards for tomorrow's Army will be set by the leaders we train today.... If you do not meet the standards, go back and do it again. Soldiers want to meet standards. -pp. 153, 69

Resources and lives are entrusted to you and me. Our adherence to standards of behavior is important in the proper use of those resources. At some point you are going to be challenged. Do not find yourself wanting, regardless of how minor that challenge might be. -p. 72

Sustainment

Logisticians...are truly the unsung heroes who have made a vital difference in battle- a difference that is measured in the lives of soldiers and the fate of nations. -p. 235

Sustainment...is so much a factor in battle, from planning to execution, that it is best looked at from the perspective of a series of imperatives that apply the concept of sustainment to the dynamics of warfighting. These sustainment imperatives include *anticipation, integration, continuity, responsiveness, and improvisation*.... The science of logistics provides useful parameters of feasibility that allow our planners to concentrate on the "doable." The art of logistics allows us to expand the envelope of feasibility to its fullest extent and to both support execution and identify opportunity. -pp. 84, 85

Technology

You modernize to improve your warfighting capabilities against a threat, taking advantage of technology and what technology can do for you. -p. 47

The attraction of high technology will continue to be great, but the price tags can be equally high. The Army must therefore be sure it establishes priorities and exercises selectivity to meet its most pressing requirements at an affordable cost. -p. 109

Concepts drive requirements; requirements drive research and development. -p. 21

Training

Training...is the cornerstone of combat readiness. -p. 53

When you have a well-trained outfit, good things happen that go far beyond training. You end up with

soldiers ready for battle because they have confidence in themselves, confidence in each other, and confidence in their leaders.... You can do anything with a well-trained organization. -p. 69

Training has to be exciting. It has to be challenging. [Soldiers] feel good after a tough training day when they know they accomplished something and they met a standard. -p. 29

Those who make...training happen- planning, execution, and assessment- are the junior leaders, the sergeants, the lieutenants, and the captains. -p. 56

Our training produces excellence by fostering initiative, enthusiasm, and eagerness to learn. We encourage our best soldiers and leaders to stay in the force by stretching them to meet their potential intellectually and physically, thus building their competence and confidence and making them members of a quality Army. -p. 150

"Meaningful" connotes that the training addresses the correct tasks. Individual and collective tasks must derive from the unit's mission. Time must be focused on the critical training deficiencies. Individual and collective tasks must be linked. "Realistic" means that you impose strenuous conditions on the soldiers and the units. The most important one is "demanding." By that, I mean that training is done to standards; and it is here that the NCOs are most essential because they are the ones who must enforce performance to standards if the training is to be worthwhile. -p. 25

Units who are successful on rotations [at the NTC] are those units who have soldiers and leaders who stress fundamentals. -pp. 158-159

When fear kicks in, training takes over. -a young sergeant, wounded during DESERT STORM, p. 434

There is no substitute for good, tough, meaningful training in peace in saving lives in war.... History shows a direct correlation between training in peace and victory in war. -pp. 161, 153

(See also Safety)

Training- Planning and Execution of

Successful training is the product of detailed planning...not only because we need to use our

resources efficiently, [but] because training is our business, our day-to-day work. It is the way we show soldiers our ability to organize things and execute. Every time the soldier stands around waiting because we do not have the ammunition or the key to the range, we do more than lose time. We lose motivation because the soldier is bored, and we lower his confidence in his leaders. -p. 25

Training must be exciting and meaningful- and in my experience, the best way to do that is to keep things simple. -p. 163

As leaders we have a responsibility to plan our training in sufficient detail. When I say plan training, I am not talking about a wave of a hand at some chart that looks good. I am talking about determining what the mission of the organization is and what the critical tasks are associated with your accomplishing that mission and then planning out in detail how you are going to accomplish those. That involves not just the officers, but also the noncommissioned officers.

There is no differentiation between NCO and officer when it comes to training. Leaders are responsible for the execution of training- responsible for what I call preexecution checks. You must make sure that, tactically, every minute of training is sound, that you have thought it through, that you have the right scenario, that you have the right piece of terrain over which to run your training, that you know the tactics, techniques, and procedures that you want to accomplish. Then you do what I call the administrative preexecution checks to assure that everybody who is a leader is prepared properly to accomplish the training. Then you must work through all the minutia that causes training to be bad if you do not think it through ahead of time. Then you go out and execute that training and assess the training through an after-action review. -p. 69

Every day you will be faced with...training distractions. Work through them, work around them, but dedicate yourself to training. -p. 128

Values

Values are society's bedrock, the foundation from which we draw strength in our way of life. They make up the moral, ethical, and professional ingredients of our character. -p. 142

[Honor is] the formative and controlling power of the American Army of the future- regular, militia and volunteer. -Elihu Root, pp. 164-165

History teaches us that the values of dedication, proficiency, integrity, courage, and selfless service never lose their importance and that they are essential for the developing leader of any age to meet the challenges of the future. -p. 22

Vision and The Future

The Army, in order to sustain the momentum, must project itself out into the future, must have vision of where it wants to go.... Perceive clearly the Army of today and project the image of the Army of the future. Making reality of a shared vision is our duty to the nation, to the Army and its soldiers; and it is a legacy we will be able to look back on with pride. -pp. 3, 22

Understand the Army's vision of the future and translate that vision into terms that are relevant to you and your organizations. Lay out where you want to take your organizations and, with your subordinates, set goals and objectives that will get you there. Institutionalize your vision and extend it well beyond your tenure, assuring both continuity and disciplined change. -p. 242

Our duty to *shape the Army of the future* is just as important as maintaining today's readiness, and it needs even more the guiding focus of a vision. -p. 22

We build on the past because much great work has gone before us. This is not solely a matter of history or tradition, although both hold much of value; this is, rather, the recognition that men of reason, skill, and integrity have been the architects of our Army. -p. 19

It is the responsibility of every person...to be a part of [their] mission and to be a shaper of the future. -p. 15

The World and The United States

As the United States confronts a truly revolutionary era, the nation must have the courage to see the world as it really is: a world abundant with opportunities, but also one beset by challenges; a world in which conflict remains a way of life for many nations. -p. 422

U.S. interests around the globe have inextricably entangled this nation in world affairs.... Because of its geographic and political position in the world, the United States must rely on a coalition strategy, working in cooperation with allies and other friendly nations to protect mutual interests. -pp. 413, 406

The cornerstone of our strategy for over 40 years has been alliances, whether in Europe, the Pacific, or elsewhere. Just as people mature, so do alliances. Our alliances have matured over the past 40 years. They have stood us in pretty good stead. -p. 161

Never give up. -p. 316

General Gordon R. Sullivan

**United States Army Chief of Staff
June 1991- June 1995**

General Gordon R. Sullivan served as the thirty-second Chief of Staff, United States Army from 1991-1995. All the quotations in this chapter are from his collected works, entitled *Gordon R. Sullivan: The Collected Works 1991-1995*.

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The Army

The essence of the Army...is etched on the granite of countless monuments across the land to our country's soldiers- solemn, majestic testimonials to over 216 years of faithful, selfless service.... The history of our Army is a history of sacrifice and service to nation. - pp. 33, 121

Today's Army is the product of years of dedication, thought, planning, and just plain hard work. We are an Army built on a solid foundation. We have a history of which we can all be proud. Our responsibility now is to maintain the momentum that has brought us to this point. -p. 97

A strong army, one that is credible and viable, must have substance- physical, intellectual, and moral substance. Physical substance for an army means that you must have enough of it, and whatever you have must be trained and ready, and modernized. But physical substance, although a necessary condition, is not enough. To be seen as substantive and credible an army must possess institutional and intellectual substance, the ability to train, educate, think, and write- write doctrine. And all of it must be grounded on a firm foundation of values..."Duty, Honor, Country," selfless service to nation. -pp. 368-369

The Army- Building

The warfighting edge we have now and must maintain comes from a proper balance of six fundamental imperatives: the combined effect of quality people; trained to razor sharpness; outfitted with modern equipment; led by tough, competent leaders; structured into an appropriate mix of forces; and employed according to up-to-date doctrine. -p. 89

The key to attaining the vision of the future Army...is clear: we must maintain momentum while accommodating change. Our task is to preserve the essence of the great Army we have today while adapting to our changing environment. This requires balancing continuity and change, a real challenge. This is not new, however; throughout its long history, the Army has almost continually evolved to align itself with national priorities. -p. 65

The United States Army enters the post-Cold War era highly confident of its capabilities to maintain a trained and ready force. The future is uncertain but we believe that we can respond effectively and efficiently

when necessary as we have in the past. The key for us will be deciding what to retain and what to replace. The balance, or tension, between continuity and change will keep us agile as an institution, and sharpen our edge to meet future challenges. -p. 161

[There is a] fundamental need for balance in the force- a balance that brings synergism that delivers victory. It is essential to our vision that all components of the Total Army be in proper balance and that they be trained and ready.... Balance gives us synergy, pace maintains our cohesion, and affordability gives us decisive power projection capabilities. -pp. 32, 129

The Army- Missions

Military forces do not exist for themselves; they are instruments, and like other instruments, our success is measured by our ability to fulfill our purpose. You all know that a hammer's purpose is to drive and remove nails. Of course, a hammer can do many other things. Our purpose is to fight and win the nation's wars, to protect and defend. Like a hammer, we are capable of doing other things. In the 218 years the Army has been around, we've done a lot of things. We mapped the United States; we explored the frontier...we built the ports, the locks and dams. You name it; the Army has done it. -p. 151

America's Army is learning to involve itself around the world in four ways.... We can *compel*, we can *deter*, we can *reassure*, and we can *support*.... When our national interests or the interests of an ally or a friend are threatened, we can *compel* the aggressor in the way that we compelled Saddam Hussein to leave Kuwait. We can *deter* an aggressor in the way that we helped deter the North Koreans. We can provide *reassurance* to our allies and would-be friends. For example, last year we had a bilateral peacekeeping exercise with the Russians- U.S. and Russian soldiers, training together in Russia. That is a perfect example of how America's Army is reaching out to its former adversaries to attempt to sustain a degree of stability in this troubled world. Finally, the fourth way that America's Army participates globally is by providing *support* such as the humanitarian support that we provided in Central Africa. -p. 341

The Army and The Nation

Armies remain important to a great power like America because they represent the nation's ultimate

commitment as they compel, deter, reassure, and support.... The nation cannot fight successfully without the United States Army...when you want decisive and enduring victory- you call upon the United States Army. -pp. 368, 122

As an Army of a Republic, we are simply partners in the defense of our nation. The nation must support us so that we can keep America's Army what it is and realize *what it can be*. The defense of the United States of America is a shared responsibility- shared by us in uniform who take an oath to protect it with our lives. It is shared by the civilians who support us, our families, corporate America, and our elected and appointed officials. -p. 376

This is America's Army. It is filled with great soldiers with lots of enthusiasm and energy. We must harness that energy and spirit and shape an Army that is ready for the challenges of today and the opportunities of the next century.... Each year, the armed forces bring in almost 250,000 people, a fifth of our entire force. This turnover refreshes our links to the American people, and ensures that when they look in our faces, they see brothers, sisters, sons, daughters, husbands, and wives. They see themselves. They see America. -pp. 45, 247-248

The history of our Army is in many ways the history of our nation. As an institution we draw strength from the knowledge that we have served the nation since before its founding. And as individual soldiers we draw strength from the loyalty, courage, and heroism of our predecessors. -p. 266

The Army is not the instrument of national power that will take the lead in organizing or supporting the formation of democratic institutions. But the Army does have unique capabilities that our nation has historically called upon to support the development of other nations. Military force can provide security, but inherent in our fighting force are also the capabilities to provide medical treatment, to construct roads, buildings, and ports, and to deliver a variety of supplies, to name but a few. Perhaps most important is the Army's ability to deploy a command, control, and communication structure in support of civilian agencies more directly involved with the local national government. Nation-building is not an Army issue, but the Army must be, and is, prepared to support those agencies of the government which are directly concerned with that task. -p. 389

(See also **Peacekeeping; Victory**)

Band- Army

To the band my special thanks. You stir our hearts. -p. 27

Change

By virtually any quantitative measure, change is more widespread today than at any time in history. Secondly, the pace of change and its *cumulative momentum* is simply faster than ever before. Finally, while change today may be no more profound than in some instances in the past, it is immeasurably more complex.... When one steps back and considers all the changes ongoing today, it is easy to wonder where it will all end.... Dwight Eisenhower said: "Change based on principle is progress. Constant change without principle is chaos." What are the principles- the essence of our Army- on which today's change must be based?... Our traditions and the values they represent are foremost. They are our link to the past and our guide to the future.... While the circumstances around us may change- they will always change- the fundamentals remain the same. -pp. 409, 20, 366

Finding opportunity in change...entails imagination and perspective- the ability to see what can be, rather than what is.... Of all the armies in the world, we are in the best position to use change to our advantage. We have the wherewithal as a nation- the scientific and technological base- and we have the intellectual capacity and the vision to leverage the opportunity presented by change.... Make change our ally.... We *can* manage change; we *can lead* change. -pp. 412, 411, 340, 261

Each period of our national history has had its special challenges. -Harry Truman, p. 385

Change is the law of life. And those that only look to the past or present are certain to miss the future. -John F. Kennedy, p. 408

Character

Do the right thing because it is the right thing to do. Live with honor. Let integrity be your hallmark.... If your soldiers see you lie or "fudge the truth," then they will assume that it is all right to lie to you, too.... Remember the movie, *An Officer and a Gentleman*. In

that movie, we have the case of a drill sergeant working with a very selfish flight cadet who wanted everything for himself, nothing for the good of the organization. Finally, the drill sergeant in exasperation...jerks him up by the shirt, looks him in the eye, says, "Now, look here son, around here we're not talking about flying airplanes, around here we're talking about character." -pp. 56, 253-254, 16

"Duty, Honor, Country"...represents strength of character, and we need officers...who encompass the values of integrity and selfless service, and the professional core qualities of the Army- commitment, competence, compassion, courage, and candor. Candor! Use and rely on these values as your guide. They will link you to the United States of America and to the American people. -p. 365

Technology helps...but make no mistake about it. I don't care whether you're in a ship, a plane, a helicopter, a tank, or running onto a beach off a landing craft in the middle of the night, it takes men and women of character. -p. 224

Grant's characteristics- "tenacity of purpose, originality, and ingenuity"- are my guides. He is an inspiring model to all of us as we strive to prepare America's Army for the challenges of the 21st century. -p. 246

(See also The Human Dimension)

Cohesion and Teamwork

Teamwork: each of you, me, the Army, all of us- America's Army is America's Team.... Be a part of the team- a team player on a winning team. Think of the team first and "me" second. The team can do great things together- it is greater than the sum of its parts. -pp. 133, 139

During the Gulf War, one of the hundreds of thousands of soldiers [Gen Frederick] Franks has touched said to him before the attack into Iraq, "Don't worry, General. We trust you."... What greater thing could a soldier say to a leader? -p. 345

When asked if he might have given [Gen Ulysses] Grant too much power, President Lincoln replied, "*Do you hire a man to do your work and then do it yourself?*"... President Lincoln took great interest in military affairs. He approved of Grant's overall plan to

put pressure on the Confederates on multiple fronts, saying to Grant, "*Those not skinning can hold a leg.*" -p. 243

Reflect on [the bond between soldiers], with these words from one warrior to his soldiers before battle- Henry V before Agincourt: "From this day to the ending of the world, we in it shall be remembered- we few, we happy few, we band of brothers, for he today that sheds his blood with me shall be my brother." -p. 22 [Shakespeare, *Henry V*, Act IV, Scene iii]

General Grant: This faith gave you victory at Shiloh and Vicksburg. Also, when you have completed your best preparations, you go into battle without hesitation as at Chattanooga- no doubts, no reserve; and, I tell you that it was this that made us act with confidence. I knew wherever I was that you thought of me and if I got in a tight place you would come, if alive. -Gen William Sherman, letter to Gen Ulysses Grant, near Memphis, 1864, preface (p. iv)

Combat and Combat Leadership

In 1965, [LTG, then LTC] Hal Moore, commander of the 1-7 Cavalry, 1st Cavalry Division, fought the battle of Ia Drang in Vietnam.... In his after-action report, he described how he disciplined his control of the battle.... He wrote that he kept asking himself three questions: What's happening? What's not happening? How can I influence the action?... Answering the first two questions teaches- instructs. Answering all three questions strengthens. [He also] observed in his after-action report...that the commander must maintain a broad perspective during combat. "Periodically, throughout a battle, the commander must mentally detach himself from the action and objectively think- what is not being done which should be done to influence the situation, and what is being done which should not..." The commander is attempting to harness his own mental energy and focus both the mental and physical energy of his command toward a common end. -pp. 50, 45, 34, 163

Mental agility is an acquired skill. The starting point is mastery of the basics of warfighting. When basics such as the estimate and orders processes, fire control, and battle drills become second nature, commanders and units have a firm foundation on which to improvise.... Agility begins in the planning process. The best plans will accommodate changes that are likely to be required once the operation begins.... An important aspect of mental agility is recognizing when a plan has outlived its utility and requires modification. This

usually occurs not long after contact is made with the enemy. [Gen] George C. Marshall recognized the importance of training leaders to be capable of dealing with the unexpected, imperfect conditions of combat. "The veteran knows that this is normal and his mental processes are not paralyzed by it. He knows that he must carry on in spite of seemingly insurmountable difficulties and regardless of the fact that the tools with which he has to work may be imperfect and worn." The key is that we develop in ourselves and our subordinates the ability in the face of uncertainty to recognize acceptable risks and take them. We can do this by rewarding initiative and innovation in our schools, in garrison, and in the field. -pp. 166, 167

Modern battles are fought by platoon leaders. The carefully prepared plans of higher commanders can do no more than project you to the line of departure at the proper time and place, in proper formation, and start you off in the right direction. -Gen George Marshall, p. 253

Part of the problem with synchronizing combined arms is that the modern battlefield is changing in a number of variables- speed, space and time. We can conceptualize the battlefield as a geometric figure that is expanding rapidly. Thanks to advanced technology, combat operations today take place in larger areas (greater width, depth and altitude), more rapidly, and more continuously than ever before in the history of warfare. The commander must control his area of operations in all three of these dimensions.... The ability to synchronize all forms of combat power lies at the heart of our effectiveness on the battlefield. -pp. 163, 69

Characteristics of warfare in the post-industrial era include:

-Increased precision. Technology today permits us to fight with a great advantage. Our approach is: "I know where I am. I know where you are and where you are not, and I'm coming after you on my terms." Both weapons and command and control systems are more precise. Today we can see and hit whatever we see. Improved command-control-communications-intelligence systems will permit us to reduce the force. We can tighten our decision cycle relative to the enemy's: we can respond to stimuli faster than he can. We can be more efficient than he is.

-A second characteristic of this new era is expanded dimensions of the battlefield. Today we deal with areas of greater width and depth while adding the dimension of altitude- to include the use of outer

space. As these dimensions increase, so does the complexity of every battlefield function.

-Third, the battlefield features increased speed and tempo. In the desert last year we had corps cover 250 km in 100 hours, fighting day and night in all weather.

These factors- increased precision, dimensions, and speed- make the battlefield of today fundamentally different than in the industrial period. -p. 25

(See also Leadership; War)

Courage

Heroism is not measured only by bravery in battle. Heroism is measured as well by a willingness to serve, is realized in the striving, and is proven by the risk of being in harm's way when you are most vulnerable.... During your careers...you will be called upon to summon every bit of moral and physical courage you possess. These are challenging times for us all. -pp. 38, 55

In October 1944, the 1st Battalion, 141st Infantry, was cut off in the hills near Bruyeres in France. In desperation, the 36th Division Commander committed the 442d [Regiment from Hawaii] to rescue the "Lost Battalion." In bitter fighting under murderous fire of an enemy that had been told to hold to the last man, you fought up the hills and ridge lines knowing that other Americans were holding on against incredible odds. After three days, you broke through. Your casualties were terrible. You lost more than were liberated. Your actions have become legendary. Why did you do this? Why did you fight with such tenacity and valor- so selflessly?... That you did is part of the essence of our Army. It is part of our heritage. Your valor embellishes our history.... As Senator [Daniel] Inouye said, "America's Army is stronger because of you." We are stronger because of you. -address to the 50th Reunion of the 442d Regiment, pp. 141-142

[Gen George] Marshall epitomized the attributes of character required of all officers. He persevered- he was a lieutenant for 15 years. He learned that some days are better than others. He stuck with his profession. He had courage to disagree with superiors, to stand up for his beliefs. In 1917, during a visit of training in France, General Pershing was dissatisfied and let the division commander know it in very clear terms. Marshall, a junior staff officer, witnessed the event and thought Pershing's appraisal was unfair. As Pershing was leaving, Marshall caught up to him and in a flurry of facts he refuted the General's assessment.

Pershing later made Marshall his aide. The lesson: disagreement is not disrespect. Have the courage to stand up for your convictions. -p. 52

We know of the courage of these brave NCOs [Medal of Honor winners MSG Gary Gordon and SFC Randall Shughart]. These soldiers volunteered to rescue their wounded comrades. They saw their buddies in trouble, then with courage and sacrifice, they acted. That is selfless service, or as [was said earlier], "there's something about a soldier when they see one of their own in trouble." -p. 263

Determination and Perseverance

During World War I, Lawrence [of Arabia] led a small force of Arab volunteers across the desert to attack a Turkish fort. The force marched at night and rested during the daytime. One morning they discovered that one of their force was missing. Lawrence asked for volunteers to go back to search for the man. All the men refused, saying, "It is useless. It is written. He is lost." Lawrence alone went back for the man and returned with him at dusk, half dragging, half carrying the Arab soldier. There was much joy in the camp, but Lawrence cut the cheering short. He said to them, "I asked for volunteers to find this man, but you replied, 'It is written. He is lost.' I tell you it is *not* written. *WE WRITE*." Well, today *we* write. *We* will keep our Army trained and ready, capable of decisive victory. -p. 27

I tell new commanders that they are serving one grade beyond their experience level and they must learn. They must set their course and stay their course. Here's what one brigade commander, relating his first contact, said to me about that learning experience. "As we approached the brow of the hill from which it was expected we could see the enemy's camp, and possibly find his men ready formed to meet us, my heart kept getting higher and higher until it felt to me as though it was in my throat. I would have given anything to be back in Illinois, but I had not the moral courage to halt and consider what to do; I kept right on.... The place where the enemy had been encamped a few days before was still there...but the troops were gone. My heart resumed its place. It occurred to me at once that the enemy had been as much afraid of me as I had been of him.... From that event to the close of the war, I never experienced trepidation upon confronting an enemy.... I never forgot that he had as much reason to fear my forces as I had his. The lesson was valuable." That Brigade Commander wasn't out at the National

Training Center. He wasn't in Panama or Germany, [it was] Ulysses S. Grant, then Colonel of the 21st Illinois Regiment of volunteers. He spoke to me, through his memoirs. Telling me to persevere. -p. 37

Diversity

Our armed forces have always been the mirror of America. The heritage of America's military rings with the gallantry of people from many ethnic groups, many regions, and many walks of life. It was that way right from the start.... Diversity is woven through the fabric of America.... Diversity in defense is important. We want it, and we need it. -pp. 248, 249

Countries torn by internal wars see Americans of many hues serving in harmony, a great example of diversity that says to them, "We can work together." And it all starts with dignity and respect for each person.... It is a force multiplier, a strength. -p. 249

(*See also Respect*)

Doctrine

Doctrine is our collective wisdom about the conduct of war...the set of principles the Army uses to guide its actions in support of national objectives.... Doctrine is not so much about *what* to think, but rather it is *how* we think about war. Doctrine provides a common framework, a common cultural perspective within which soldiers think about and debate the issues of their profession.... Doctrine also must accommodate the changing environment. As the last several years have shown, we can expect to operate across the entire continuum of military operations anywhere in the world- from fighting forest fires to fighting a heavily armed enemy, from building roads to assisting refugees, from conducting counterdrug operations to conducting counterinsurgencies. Our doctrine must take into account this breadth of operations. -pp. 342, 91, 357, 93

The Army's doctrine is the starting point for all our operations. In a particular situation, the Army commander applies doctrine to bring his elements into harmony. Army doctrine must be flexible enough to enable the commander to improvise to meet the requirements of the specific case. Doctrine unifies the disparate elements of the Army toward a common, effective result- decisive victory. -p. 92

Doctrine provides the framework for institutional changes within the Army- changes to the structure of our organizations, to training and leader development programs, and to the equipment we develop and procure. In short, revised doctrine is the catalyst for change across the Army.... As we evolve our doctrine, we will make every effort to incorporate the right lessons of our recent significant operations so that we are preparing for the next war, not the last one. Our doctrine will evolve to focus more on joint and combined operations, as inter-service cooperation will remain essential for success in modern combat and inter-nation coordination will be more likely in the new security environment. In the world in which we live, doctrine must facilitate military response to crisis. It must provide a framework for evaluating the military requirements of the situation, planning appropriate actions, tailoring the forces for the mission, and executing the plan. -pp. 91, 85

Organization theory provides some insights into the role of doctrine. All organizations attempt to reduce uncertainty and complexity. This is done by establishing standard operating procedures (SOPs), a concept that the Army applies at all levels. These accepted ways of doing business unify the organization so that various subordinates can work together effectively when performing routine functions. Uncertainty and complexity are reduced because the organization has a guide for conducting its business. Doctrine shows how the parts of the Army fit together to contribute to our basic function- warfighting. In this way, doctrine might be considered the Army's highest-level, most general SOP. -pp. 91-92

Families

People are the Army, yesterday, today, and tomorrow. In every decision I make as Chief of Staff, I give the greatest possible weight to how that choice might affect the men and women who compose our great Army. Our Army family always has a seat at the table. -p. 279

Pride in service, pride in self...are not confined to us in uniform. [As Lorrie Durant and I were walking at Andrews Air Force Base behind her husband's] stretcher, I told her that she was a source of strength to me personally and, I felt, to the American people because of the way she had supported her husband. She looked at me and then she looked at him on that

stretcher, and she said, "I love him. He loves what he does. I have no other choice but to be strong."... That was a soldier's answer. -pp. 362, 374

My wife, Gay...is a great soldier! There is simply no higher praise I can offer. She and [our] three children...have sustained me and made it possible for me to do whatever I may have done. Without their love and support, I doubt that any of this would have been possible. -p. 375

Freedom

The triumph of the United States and our allies is the triumph of a simple set of concepts- liberty, rule of law, respect for the individual- treating all our people- all races, all genders- with dignity and respect. We won- and are winning- because the ideas- the foundations- of our way of life are better than anything else devised by man. The thing that motivates us to persevere and patiently confront aggressive designs at every turn is an abiding faith in our ideas of liberty and democracy. -p. 123

The ideas of freedom and the dignity of the individual are being recognized as legitimate and powerful forces that a nation's leaders must address.... Control is a temporary state- success is a democratic nation. -pp. 82, 234

Future

We began a process of transformation: to move from a Cold War Army to a power projection Army and beyond to an Information Age force capable of unprecedented organizational and individual versatility. This transformation is a process of thinking, of experimenting and learning, and of talking. It is a process of growing. -pp. 338-339

What is important is to position yourself for the world as it is- not as it was. What we needed was *a different Army; a better Army*- an Army for today and for tomorrow; an Army capable of growing in size when the need returns.... It is up to us to write the next chapter in the history of America's Army. -pp. 339, 226

In the wake of [the victories of Operations JUST CAUSE, DESERT SHIELD, and DESERT STORM], the world is changing dramatically. No one could have

predicted the scope and pace of change over the last two years. In hindsight, it is clear this change has three dimensions: changes in the international environment, from bipolarity to multipolarity; changes in the nature of warfare, based on the precision of post-industrialism; changes on the American domestic scene that have shifted money from defense to other priorities. -p. 51

History

In history, our method is to link events together to discern trends. Here we can sense the sweep of human events- the broad reach of generations through time.... We have the ability to connect with the rest of humanity across time and space through the use of history. -pp. 35, 37

Because man can react, choose, and to some degree control his environment, we look to history to instruct us. I look to history for insights and, yes, for strength.... Most of all, history gives us strength to face the challenges of our own times.... History teaches us to act, and strengthens us in our decisions. Be men and women of action. Use your best judgment, then move out. -pp. 34, 226, 37

As Washington, himself a student and maker of history, said, "We ought not to look back unless it is to derive useful lessons from past errors, and for the purpose of profiting by dear bought experience." We've had some of those dear bought experiences in the last 40 years. In one case, four plus decades of perseverance, conflict in far corners of the globe, and steadfast support by the American people, succeeding Congresses and Administrations brought down the Berlin Wall. -p. 46

The Human Dimension

Retaining quality people in the force is first priority in order to maintain the edge. The physical and mental demands on our soldiers generated by the nature of modern warfare will only grow. Soldiers are being asked to employ increasingly complex weapon systems in highly dynamic, fast paced operations requiring the integration of every element of combat power. Such operations will demand much of the machines and the soldiers that use them. Soldierly qualities embodied in the word *character* will be required, wedded with technical and tactical competence. -p. 84

In order to retain quality people you have to give them the opportunity to grow- intellectual exercise is necessary for growth. We must have the ability to educate our soldiers in military and civilian skills. -p. 149

The Information Age

What is this Information Age? It is a time when knowledge, in every field of science, is expanding exponentially. It is a time when the technology of sharing information allows data to be transferred around the world in seconds. It is an age in which the conduct of warfare will change...in all its dimensions. -p. 252

Knowledge truly is power. We're harnessing information today to secure America's future.... Information shared, real time, is combat power-strength.... Our goal is to use the power of information to leverage the power of our people to change how we develop and sustain the Army and to enhance the effectiveness of the Army.... The high ground is information. -pp. 118, 324, 412, 319

In the Information Age, winning the information war- whatever the mission may be- is the key to decisive victory. Knowing where the enemy is and where he is not. Real-time situational awareness, around-the-clock in any weather. Getting inside- and staying inside- the enemy's decision cycle to deny him the initiative.... We have to think about these objectives- particularly winning the information war- in terms of conventional combat operations and peacekeeping operations. If we can win the information war, we can seize and maintain the initiative. -p. 144

(See also Technology)

Leadership

Your relationship with your soldiers will motivate and sustain you.... You will learn from them. You will be inspired by them.... You are entering an Army that is the best in the world because it has the best soldiers and the best leaders in the world. -p. 254

Your career...will be an exciting and demanding adventure.... The things you are about to do, the places you will see, will be a part of your life forever, just as everything you do will become a part of the fabric of

our Army.... Be a caring leader. Love your soldiers. They depend on you. You represent the Army leadership to them.... Cherish them, guide them, lead them, and protect them. Be there when it counts. -p. 55

People come into this world with varying degrees of talent, but few achieve much without a great deal of diligent effort. It is an old truism that you cannot get something for nothing. This is especially true in trying to develop a versatile intellect. It doesn't "just happen." The first step in becoming a leader in any walk of life is easy to say but not easy to do- become an expert. In professional life, knowledge is power, and the capacity to gather, interpret, organize, and use available information is one of the major features distinguishing the versatile leader from the time-server. Good leaders, real artists, are experts. They know the fundamentals of their craft.... It is through mastering...skills that you will develop the self-confidence, assurance, and competence that are hallmarks of great leaders. -pp. 380, 138

As a leader, you must tell people what you value. Then you must tell them what you expect of them- what you expect in general terms and what you expect of them and your organization in specific terms. Lastly, you must participate in the execution of your mission so that you can determine clearly what is going on- so that you can influence the action.... You can be sure you won't know everything there is to know about a situation. But, if you know your people, their strengths and weaknesses, understand your task, have created a loyal and competent team, you have the foundation upon which you can rely when it comes time to respond. -pp. 138, 139

We must develop shared expectations within units. This is important both in our combat plans and in execution. It takes time to build shared expectations; therefore, much of what I offer here is work for home station. When plans and actions within the unit are readily understood and even anticipated, the result will be increased ability to deal with the unexpected on the battlefield. In essence, what we must do is remove some of the uncertainty facing commanders on the complex battlefield. We do this by relying on standard operating procedures (SOPs) and drills. Operations within the unit must become second nature so that we can focus more on the variables over which we have little control (for example, the enemy, the terrain, and the weather).

The first key to common expectations in plans and orders is a clear, concise intent. This is the commander's vision of what the end state of the operation is to be and why the operation is being conducted. The sooner this intent is known by all, the sooner the unit begins to move toward a common goal. Timeliness is important, but in this area, haste can be hazardous. A commander must take the time to reflect and think to formulate an intent that is germane to the task at hand....

A clear commander's intent empowers subordinates to take independent actions toward the unit's objective. This is especially important when in the course of the battle fleeting opportunities occur that can be seized with decisive effect if subordinates demonstrate appropriate initiative. Our subordinates are capable of such action if they understand what is appropriate; that is, what contributes to attaining the objective. The commander's intent tells them....

The second way to build shared expectations in plans and orders is to keep them simple. We can defeat ourselves before the battle even begins if our plans are too complex, requiring multiple intricate steps and flawless timing. Simple plans are relatively easy to communicate and more readily understood when received, especially when stress and fatigue are present. Simplicity contributes directly to synchronization. Do not confuse simplicity with absence of detail. Simple plans must address the details of the operation and are rarely simple to produce, requiring intimate understanding of the enemy, thorough wargaming, careful coordination, and timely warning orders. The skill to produce simple, synchronized orders quickly requires constant practice of the decision process by commanders and staff officers under conditions of constrained time.

Third, we can promote shared expectations within units by using our approved common legacy- our doctrine. -pp. 164-165

(See also Combat and Combat Leadership)

Leadership Climate

In [the zero defects] climate, control is the focus. Mistakes and errors still happen, but they become causes for negative sanctions: threats, reliefs, or even courts-martial. The inevitable result is that junior leaders stick to the strict letter of orders and dare not show any individual initiative. Some may be tempted to cover up or "color" bad news to protect themselves. A zero defects climate creates a brittle unit, a one-person show in which the energy of the unit is focused

on pleasing the leader or at least avoiding his or her wrath, rather than on accomplishing the organizational mission. Subordinates raised in such an environment tend to perpetuate it when they take over their own units. This method works poorly in the chaos and friction of battle.... "Zero defects"...has many negative consequences. Not only does it make the Army, as an institution, very risk averse, it also creates an environment where ethics are easily compromised.... Ethical behavior and a climate of innovation and risk taking start with each one of us. -pp. 322, 201

Leadership Development

Growing great leaders results from the three pillars of Leader Development: institutional training, operational assignments, and self-development. All three are important, but most of us would agree that what we learn from role models and experience in our operational assignments, especially in positions of responsibility, proves very important in forming us as Army leaders. -p. 321

Great leaders produce great subordinates, who, in turn, become great leaders in their own time.... Your legacy will be the men and women you touch. We will all be judged by our successes and our successors' successes. We will be judged by how well they fight, and whether in fact they protect and defend this Republic.... The single most important contribution we make is in developing our subordinates. Our enduring legacy to the Army and the nation is the training of tomorrow's leaders. -pp. 321, 363, 71

Competent, confident leaders were a key ingredient in the triumph of Operation DESERT STORM. Leader development is an investment in the future. We will continue with our leader development programs to provide the proficient, professional officers and noncommissioned officers needed to lead the Army today and into the 21st century. The hallmark of the U.S. Army has been its ability to expand in times of crisis, most notably for World War II. The key to this ability was a core of leaders who were broad-based and totally proficient in their profession. These leaders were able to take on increased responsibilities quickly and successfully, often at levels two or three grades above their original ranks, when the Army expanded. We will preserve this capability through an extensive, well-designed and implemented leader development program. -p. 85

Louisiana Maneuvers

In a very different world, [Gen George] Marshall used Louisiana Maneuvers to focus the Army: to shake out emerging doctrine, to experiment with organizational design, to train the mobilizing force, to provide insights on material requirements, and to develop leaders.... One of the primary reasons we have implemented a new LAM is best illustrated by the remarks of GEN George C. Marshall, who noted, "In the past we have jeopardized our future, penalized our leaders and sacrificed our men by training untrained troops on the battlefield." The goal of our current program is much the same as that of GEN Marshall's- to keep our soldiers trained and ready, today and tomorrow, and to avoid the unnecessary loss of our most precious resource- the soldier. [Gen Marshall] talked with one Senator who objected to the money that was being spent on maneuvers. The Senator was particularly upset because the troops had made numerous mistakes, and he asked why maneuvers were held with so many errors. The Chief of Staff replied, "My God, Senator, that's the reason we do it. I want the mistake down in Louisiana, not over in Europe, and the only way to do this thing is to *try it out*, and if it doesn't work, find out what we need to *make it work*." -pp. 104, 147, 422

Louisiana Maneuvers...is a focal point for changing the Army. It gives us a common goal as we move toward the future. [It provides] an assessment of progress toward the vision of a trained and ready force, serving America at home and abroad, capable of decisive victory. It [allows] us to test the effects of our doctrine, organization, training, material requirements, and leader development and make necessary changes- mid-course corrections so to speak- before the changes become so institutionalized that we can't discover or undo the changes until after failure or lives lost in combat reveal the weakness.... Louisiana Maneuvers is about continuity, change, and growth...a demonstration of our capabilities...a way for us to focus our thinking, to help us investigate possibilities and prepare for the future. -pp. 44, 144

(See also Training)

Mentoring

Along with a strong grasp of the nuts and bolts of one's chosen profession, it also helps to learn everything you can from those who have already been there. In the Army, we often discuss this under the concept of

mentorship, the idea that a more experienced soldier should share the fruit of experiences with younger professionals. -p. 381

(See also Leadership Development)

Modernization

Our modernization objectives: win the Information War; project and sustain combat power; protect the force; execute precision strikes; dominate maneuver.... Modernization allows us to retain the technological edge that contributes to overmatching our opponents. We will concentrate on technology that offers improvements in our forces' critical warfighting capabilities. The technology we pursue must help us to see, move, shoot, and communicate better. It must give us real, improved battlefield capabilities. In an era of limited resources, we will focus our effort on key technologies that provide a high payoff in combat capabilities.... Effective modernization requires a marriage of technology with force structure, doctrine, and people. -pp. 135, 85, 183

The smaller you get the more modern you must become to overcome your size differential. -p. 76

NCOs

I cannot overstate the impact of...the Sergeants Major Academy, and the NCOE System on leadership in our Army. The health of the Army is directly related to and influenced by the health of the NCO Corps. NCO leadership has sustained the institution, made it grow and flourish. -p. 109

As I prepare to retire from active duty after nearly 36 years of service, I want to address the following thoughts- and my gratitude- to you, the noncommissioned officers of America's Army. Your dedicated professionalism has made America's Army the best in the world. During the past 4 years, I have traveled to over 40 countries and, no matter where I have been, what has most distinguished America's Army is the quality of our noncommissioned officers. Wherever I go, I am asked, "How can we develop an NCO Corps like yours?"... I am so very proud to have served with you. -pp. 444-445

OOAH!

"Ooah!" We have all heard it. We have all said it. For America's Army today, "Ooah!" is more than just a word. It summarizes what we are doing, and why we do it. This word is important. Many of you have heard me say that I do not know exactly how to spell "Ooah!" and I have received lots of information about how this term may have originated. The 2d Cavalry Regiment says it arose in the 1840s during campaigns in south Florida, and spell it "Hough!" In the 3d Armored Cavalry, the word is "Aieeyah!" The Rangers claim "Hooah!" as one of their war cries.... What is important about "Ooah!" involves the thought behind this expression. It means that we have kept our fighting edge, that we believe in ourselves and in the spirit that brings victory in battle.... HOOAH- that sound of confidence, of pride, of determination. -pp. 313, 314, 267

Patriotism

As we face an era of great change, there are some things that must endure. One hundred twenty-five years from now, we want the words penned...on the occasion of the 125th anniversary of the Union League to still ring true: "Our Union has held together. The Republic is secure.... Love of country still leads." -p. 14

Peacekeeping

The tension between the moral and the practical is evident today. Citizens of the United States and many other nations are shocked by the starvation, murder, and mayhem in various parts of the world. There is not an easy solution to be found. We cannot ignore the potential to deploy the Army to achieve humanitarian goals, but we cannot also ignore the reality that such a use of force may not be peaceful in the sense that we would like it to be. Support of humanitarian goals is part of our past, our present, and undoubtedly our future. The prospect for the future is that we will continue to be presented with hard choices, since we cannot do it all. -pp. 388-389

We hoped for a peace dividend. We ended up with a mailbox full of unexpected, unwanted bills- Somalia, Bosnia, more trouble with Iraq. Secretary of Defense [Les] Aspin said it best: "The new world order seems to be long on new and short on order."... The demands of peace are not cheap. We have spent over \$300

million so far in Somalia.... The costs of defense are not only measured in dollars, but in blood. -pp. 217, 234, 131

(See also **The Army and The Nation**)

Power

We employ force to establish control.... Control simply means the imposition of order to facilitate the return to functional civil society.... We do not establish control to establish control; we do it to facilitate the strategic, political aim. -pp. 230, 231

With change and uncertainty come instability and the potential for violence, conflict, and war. It seems apparent that threats to the security interests of the United States will result from the multitude of global changes now at work. What remains in question is this: where, when, and under what conditions will those threats emerge? If we wait until all the questions are answered, we would surrender the strategic initiative and find ourselves in the proverbial position of being "a day late and a dollar short." That's why you see forces from all around the world performing peacekeeping missions. That's why the United States has had forces in the Sinai for over ten years. Contrary to those who believed we would see a decline in the utility of military force, in the last three-and-a-half years, we have seen the number of military commitments go up- Panama, Kuwait, Iraq. Today [June 1993] the United States Army has over 20,000 soldiers in more than 65 countries, in addition to our forward-stationed troops in Korea, Japan, and Europe. That's up from about 10,000 soldiers in 30 countries a year ago. While the world is marked by significant change and uncertainty, the relevance and utility of military forces continue. -p. 151

Military power in its application is indivisible.... Take a fluorescent light. It basically has three parts. The metal connectors on each end, the glass tube, and the gas inside. If I asked an electrical engineer which part was decisive, which part was essential to producing light- he would probably think I was crazy. And if you break apart the light bulb it doesn't work- all you have are shards of glass and steel.... The broken light simply won't work- and neither will independent services. For military power to achieve its purpose, all the components must be present and combined in appropriate proportion. Our view of military force must be a synthesis; an essential combination of capabilities- all required to achieve victory. -p. 232

The capabilities of the Army to dominate maneuver, conduct precision strikes, sustain land combat power, and protect the force are essential and necessary for the prosecution of successful campaigns, but only a combination of multiservice capabilities will ensure success.... There is unmatched power in the synergistic capabilities of joint operations.... The synergistic effect created by the simultaneous application of complementary capabilities is what makes us the best joint force in the world. -pp. 273, 272, 351

Readiness

Readiness...is a moving target.... Training is readiness today, and doctrine ensures readiness tomorrow. Training maintains momentum; doctrine accommodates change. -pp. 12, 101

For over 216 years, the Army has been America's principal means of protecting the values on which this nation was founded; the 171 battle streamers on the Army colors are vivid reminders of this point. Time and again the Army has been called to fight for these principles, and then in the aftermath of war it has been tasked to adapt to new conditions. Often the adjustment has led to decreased combat effectiveness and ultimately the unnecessary loss of American lives and treasure. Today, we find ourselves again at such a juncture. If we are to avoid a repeat of this historical pattern, we must share a clear aiming point, a vision of the Army in the future. We must also hold steady our aim, focusing on those challenges that are central to achieving our goal. -p. 67

Even during periods of change, we have a mission to perform- there are no time-outs from readiness. We could be called at any time, so we cannot afford to stop everything to reshape ourselves. We must build on what is already in place. The complexity of what we do as an institution demands careful, long-term preparation. It took 20 years to build the great Army we have today. It takes that long to attain the balance among the six imperatives, to ensure the building blocks that are the foundation of the Army are square and fit together properly. -p. 93

The peace, prosperity and honor of our country will one day lie in your hands.... Before you leave the Army, according to all precedents in history, you will be engaged in another war. It is bound to come and will come. Prepare your country for that war. -Elihu Root, 1903, p. 55

What transpires on the prospective battlefields is influenced virtually years before in the halls of Congress. Time is the only thing that may be irrevocably lost, and it is the first thing lost sight of in the seductive false security of peaceful times. -Gen Malin Craig, p. 31, paraphrased

Reading

Books are an important part of any U.S. Army leader's professional development. There is never enough time to do all of the reading we want to do, but I learned early in my career that I could make some time for reading. By doing so, I was able to find relaxation in the midst of challenging assignments, prepare myself to master that day's challenge, and educate myself for the bigger problems hidden in the future.

Professional journals and periodicals...help me stay in touch with changes and viewpoints in our world, our society, and our Army. Short journal articles always give me the timely information I need, and they are an important means of discovering authors whose longer works match my interests.

I always enjoy reading military history. I tell people that history strengthens me- it helps me and, I would hope, others realize that mortal man can overcome the obstacles in his path, transforming his situation through sound decisions and steadfast application of his will....

My point is: read to relax, to learn, and to expand your horizons. You will be better for it as you will grow personally and professionally. -pp. 72, 73

Reserve Components

While many things have changed since the birth of our Army in 1775, one element of continuity is the vital role of the citizen-soldier in the history of our national experience. As you know, our militia tradition emanates from the earliest settlers who were willing to come together for the purpose of protecting the village. This tradition set the stage for the 19th of April 1775 when the "shot heard 'round the world" was fired by an American citizen-soldier on Lexington Common. In that action the first eight American patriots made the ultimate sacrifice in defense of the ideals on which our nation is founded. -p. 4

We look at the citizen in the reserves as our opportunity. Here lies the talent pool which keeps our

Army connected to her roots, and allows us to exploit the abilities of her citizens. -p. 36

I never tire of speaking with the reserve components.... Our Total Force policy is the right policy- without a doubt. It strengthens this great country.... The reserve component provides essential capabilities without which we simply cannot go to war. Port handling, water purification, civil affairs support, railroad units, medical support are all critical pieces; and are all key capabilities found substantially in the reserve component. -pp. 129, 234

Look how the threat has changed. We've gone from a monolithic, massive, global confrontation with an emphasis on armored combat in Europe to ambiguous, diverse, and dynamic threats all over the world. Ethnic strife and economic collapse, religious fundamentalism, and environmental disasters- all these are circumstances that plead for solution. Order from chaos, discipline from anarchy, competence from ignorance- that's why America counts on us in so many situations. So we need a flexible force that combines many talents into tailored packages that can be sent anywhere in the world to do a variety of tasks to support and defend American interests. The National Guard is part of that strategy, because you provide the resolve and the strategic depth of America. -p. 130

Respect

Respect- we each make our own unique contribution in the armed forces, playing our parts in what General Colin Powell liked to call "the team of teams." We take care of each other. We look out for each other. We do not leave our men and women behind. We bring everybody home.... Respect binds our team together. -p. 247

Treating people with dignity and respect makes sense. It is both the right thing and the smart thing to do. In the stress of combat, we must be able to call on our best, unconstrained by artificial prejudices. That explains why the military has consistently been a leader in providing real opportunities for all Americans. -p. 247

(See also Diversity)

Responsibility

Our values connect our Army to the nation, but they are also what permit senior leaders to delegate

authority with the expectation that our subordinates will not simply take action, but that they will take personal responsibility for their actions and that they will act responsibly. The challenge to leaders grows when the tasks to be accomplished extend beyond one's personal horizons. We must all build in our subordinates complementary biases for both action and responsibility. C. S. Lewis, in a curious but profound essay entitled *Men Without Chests*, decried the decoupling of acts and responsibility: "In a sort of ghastly simplicity we remove the organ and demand the function. We make men without chests and expect of them virtue and enterprise. We laugh at honor and are shocked to find traitors in our midst. We castrate and bid the gelding be fruitful." It is not enough for a leader to delegate authority, to assign missions, and to allocate resources; we must establish within our organizations the expectation not simply of action, but of responsible action. -p. 440

Leaders have both *personal* and *institutional* responsibility. From the time of our commissioning, we had personal responsibility to accomplish our missions and for our personal actions to embody our institutional values. Our task as senior leaders is to create the institutional environment that demands from our subordinates not simply action, but responsible action. The responsibility to communicate and inculcate our institutional values to our subordinates is always within our power. The responsibility to create a climate in which our subordinates can act and can grow is absolute. -p. 440

Selfless Service

There is a statue of an American soldier on the battlefield of Antietam. Inscribed on that statue are the words, "Not for themselves, but for their country." That is what being an American soldier is all about- then, now, and tomorrow. The essence of the American Army is selfless service to the nation. -p. vi

America will always need the commitment of our youth to keep her great.... People, giving of themselves, are what made this nation great. -p. 138

The motto of the United States Army is "This we will defend."... It is a motto that establishes for all of us, unconditional, selfless service to the nation- a powerful bedrock of ideals. -p. 330

Soldiers

People are our greatest strength. Time and time again, visitors from all over the world come to the United States. They see soldiers, sailors, airmen, marines, and members of the Coast Guard. Inevitably, on their way home from their visit, they will tell one of the Joint Chiefs, or the Chairman, or the civilian political leadership: "You have great equipment, but your troops are better." -p. 222

Soldiers...make us all proud. You represent America. You remind us of our roots and of the strength of this nation- the willingness of America's best to step forward to serve their nation.... American soldiers represent a proud, glorious history of service to nation.... Where our troops stand, there stands America. -pp. 3, 28, 249

While America sleeps, you stand guard. And Americans can sleep securely, knowing that, around the world, you are at work.... You do not do it for publicity, for fame or fortune. You serve because it is the right thing to do. -p. 250

Every day there are American soldiers representing both our Army and the ideals of our nation to others in obscure but important places. To many around the world, these soldiers are America. -p. 102

In this profession hope is not a method. You can hope that you are going to have a great Army. You're not going to have a great Army because you hope it. You're going to have a great Army because of people...who are willing to get out there day and night, drill sergeants, 14, 15, 16 hours a day, recruiters, truck drivers, tankers, infantrymen, rangers- you name it- men and women working hard.... Soldiers [are] out there serving their country...because it's in their hearts to serve. -pp. 16, 50

If you see troops on the ground you know America means business. -SGT Jordan, p. 333

To the troops.... God bless you. My thoughts are with you.... Show America what a great Army is all about! Hooah! -p. 377

Spirit

I believe we have succeeded because we are a values-based organization. Our values enabled us- even required us- to change. We value service to nation; we knew that we had to change to be able to serve. We value our people; we knew we had to change to take care of them. Remember, however, that success in our endeavors is not preordained. We are the Army of a Republic. The nation must support us so that we can keep America's Army what it is and realize *what it can be*.

As I prepare to review my final parade, the images foremost in my mind are symbols of the indomitable spirit of the American soldier: the Minuteman- *I am willing to stand up for my beliefs*; Grant in the Wilderness campaign- *fight it out*; Antietam- *Not for themselves, but for their country*; the cemetery at Normandy- seagulls peacefully soaring above 9,000 marble crosses and Stars of David; the Vietnam Wall; ...the letter Sherman wrote to Grant- *I knew that...if I got in a tight place you would come- if alive*. -p. 447

I was at Andrews Air Force Base one night when some wounded soldiers returned from Mogadishu. Private Ly...lay on a stretcher. On his Army T-shirt, I pinned a Purple Heart. I said to him, "Ly, I see you're an engineer in the 41st Engineers." He looked up...and he said to me, "*Sir, I'm not an engineer. I'm a sapper!*"... That's the warrior spirit talking. -p. 373

Strength

Every morning...I pass the portraits of all the Chiefs of Staff, my predecessors, and I draw strength from their faces. Those leaders, many of whom had to face much more difficult times than we do, strengthen me with their experience, their vision, and their tenacity. One in particular keeps me going, because he set the Army on the successful path that has led to great victories, success, and a bond with the American people. And that man, that leader, was Creighton Abrams, the father of the modern, Total Army.... We take strength from our predecessors and the continuity they represent. -pp. 129, 121

Success

Our goal must be to serve as best we can; to leave our piece of the Army and the lives we have touched richer for our having been there. Everyone in

America's Army can and does contribute, and contribution equals success. -p. 323

Create the conditions for the next success even while exploiting the current success. -p. 343

Sustainment

When we commit forces to a mission, we have not just committed that one battalion, brigade, or division. To maintain the pace of operations and maintain the quality and capabilities of the force, we must establish a rotational base to allow units to recover from deployments and retrain and to permit forces to prepare for the specific requirements of different missions...you really have to follow what I call the rule of three- for each force you commit you must also count one in the pipeline getting ready and one that is just off the mission retraining and taking care of people issues. -pp. 394, 233-234

Once deployed, we must ensure that military forces are sustained. When I talk about sustainment, I am not simply talking about the sinews of war- the food, the ammunition, the fuel. I am talking about moral sustainment as well. If a nation commits its military force, it must be prepared to support it morally. -p. 152

Technology

We use the power of the microchip to leverage our human potential. Previously, we often wore the enemy down in grinding offensives. Today the ability to manage information means leaps in capability- from the soldier and his weapon to an integrated campaign. We fight with precision, we operate with precision, and we sustain with precision.... Precision counts! - pp. 47, 375

The microprocessor is revolutionizing the way that we live our lives as individuals, the way that society functions, and the way that we are likely to fight our future wars. Just as coal and steam, and petroleum and electricity made possible the mass production of goods and the emergence of industrial society by supplementing muscle power with machine power, the microprocessor is revolutionizing industrial society today by supplementing brain power with the near instantaneous power of electronic computation. The results are already apparent. Electronic banking, barcode scanning, personal organizers, cellular car phones, telephones and modems on every airline seat, electronic town hall meetings, and teleconferencing

are among the developments that mark new ways in which people work, govern, transact business, and teach. These powerful developments are leading society toward an uncertain but "interesting" future; a future which it is just beginning to explore. These same forces acting on society are acting on our Army as well. -p. 397

Due to changes in technology, economics, and politics, we must free up our thinking. We are forging new ways of integrating the regulars and reserves. What abides and what has changed? First of all, the abiding standard to which America holds her Army endures. How well do we protect and defend? Do we serve effectively and loyally? That is all that the nation asks of us in evaluation. But other factors may have changed the way in which we meet that standard. Between 1865 and the 1950s, America based her military power on her industrial strength, coupled with mobilizable reserve forces of citizen-soldiers. During the Cold War, we had a large standing force only in response to our adversary's posture. Mass American industrial potential, directed temporarily to a war effort, and coupled with our reserve component, would win the day for us. The regulars existed to buy essential time, to train, and to demonstrate commitment.

We now live in a different world. We have passed the first wave- agricultural society and muscle power warfare. We have exited the second wave- industrial society and machine warfare. We have entered the third wave- information society and microprocessor warfare, what I call the post-industrial world.

The military might of a nation today is not geared to its industrial output- tons of steel, ship keels laid, cannon barrels turned. It is more accurate to measure the nation's ability to manage and apply information- at all levels- from the individual weapon and operator to the integrated campaign. The power of the microchip, leveraging human potential, is what gives a nation decisive victory. There is only one Army in the world that can operate at that higher level of warfare. That is America's Army. America's Army is sizing, equipping, and training to protect the interests of America in this new world.

We know where the enemy is, and where he is not. We determine the critical point on the battlefield, and then we apply combat power at that point. The 27 objectives assaulted simultaneously in JUST CAUSE- the deep penetrating attack across trackless sands in DESERT STORM- precision munitions, precision operations, and precision sustainment. This is the

future of warfare in the post-industrial world. -pp. 35-36

(See also The Information Age) Thought

Intellectual change must lead physical change. -p. 238

If we can think it- if *You* can think it, we can put it into simulation and into our requirements process. This is very powerful stuff. -p. 146

There's an old teaching that says, "You think because you understand one you must understand two, because one and one makes two. But you must also understand *and*." We now have greater insights into *and*. -p. 145

It will be better to offer certain considerations for reflection, rather than to make sweeping dogmatic assertions. -Alfred Mahan, p. 149

The influence of thought on thought is the most influential factor in history. -Basil Liddell-Hart, p. 415

The Total Force

One of the most prominent lessons of Operations DESERT SHIELD and DESERT STORM is that the Total Force concept works. Active Army, Army Reserve, Army National Guard and civilian men and women all worked side by side to contribute to success on the battlefield; it was a team effort and a team victory. What is needed now is to build on this success and refine the responsibilities of the active and reserve components to support our new national military strategy. -p. 67

We need to keep our eye on...our vision of what we want the Army to be and to be able to do for the country. America's Army is a Total Force, trained and ready to fight, serving the nation at home and abroad- a strategic force, capable of decisive victory. -p. 129

Training

Training is more than today's readiness.... Training puts doctrine into practice.... Training today is the link to tomorrow's battle. -pp. 206, 238, 71

The Army's institutionalization of the AAR [after-action review] as an essential part of training is one of

the most important training innovations ever.... At all levels, the AAR provides us an honest appraisal of our performance and directs our efforts to correct shortcomings. -pp. 70, 163

(See also **Louisiana Maneuvers; Readiness**)

Values

We live by General Order 100: "Men who take up arms against one another in public war do not cease on this account to be moral beings responsible to one another." As leaders, we do not simply take action to achieve an end. We must act responsibly. We must accomplish our tasks in a manner consistent with our values. The importance of those values to the nation and to us as leaders cannot be overstated. For the nation, an Army rooted in values is the surest defense against tyranny from within and defeat from without. The antitheses of a value-based army is a mercenary force, whose disadvantages were clearly laid out by Machiavelli: "Troops of this sort are disunited, ambitious, undisciplined, and faithless, swaggering when among friends and cowardly in the face of the enemy; they have neither the fear of God nor loyalty to men." Our institutional values are not a luxury; they are part of the nation's soul, and they are essential to victory in battle. -p. 440

In an age of cellular phones, space shuttles, pocket computers, and laser surgery, we must embrace the tide of technology or be swept away. But while we do, we cling to the rock, the values that have always kept us strong and free. In the Army, we think of it this way:

- We still guard the Tomb of the Unknown Soldier.
- We still build character one soldier at a time.
- We still train our squads and crews in the sweat and grime of our training centers.
- We still live in every little village and town.
- We were trained and ready yesterday and will be trained and ready tomorrow.
- Selfless service to the nation- you can count on us.... Values...are the heart and soul of our profession... part of your nation's soul. -pp. 221, 291, 365

A nation's monuments say a lot about what it values. Around this country- in fact around the world- there are many monuments to honor and remember those who died fighting in the wars of our land: The Minuteman Statue, the impressive statue at Antietam Battlefield, the Vietnam Memorial, the Tomb of the

Unknown Soldier. And there are other monuments: The Statue of Liberty, the Lincoln and Jefferson Memorials, the Washington Monument, Mount Rushmore. These monuments honor the values that govern how men live. Both types of monuments link us to the sacrifices of the past and provide a rich heritage and legacy that guide us to the future. -p. 38

(See also **Responsibility**)

Victory

The message of history is that the defense of this great country, the readiness of our armed forces, and the capability of the United States Army to protect and defend our Constitution and this Republic are shared responsibilities. Courage alone is not enough; good intentions are not enough. Victory also requires hard training, sound doctrine, good equipment, and the right mix of forces with excellent leaders and great people. In short, victory requires physical, intellectual, and moral substance of the highest order which does not come easily- by happenstance- but only through the full partnership and participation of the nation. -p. v

To most Americans, victory connotes that both a struggle and U.S. involvement have ended, preferably in some unconditional and final form. Many believe that victory in hot wars or cold ones means we can withdraw, that our responsibilities have ended, that our interests are secure, and that defense budgets can be dramatically reduced. But, you need to remember, life is a journey. Thinking that success on the battlefield brings peace forever is unrealistic. It doesn't work that way. Victory on the battlefields in Kuwait, in Saudi Arabia, in Panama- these are milestones in the journey of life- in our life as a nation. -p. 155

In the post-industrial age, it is not numerical superiority that enables decisive victory- more is not better; better is better. -p. 84

Victory in the Cold War

Even more important [than victories in Operations JUST CAUSE and DESERT SHIELD and DESERT STORM] is a victory for which there is no battle streamer- victory in the Cold War. The Cold War-America's longest war- was at times very hot. Veterans of Korea and Vietnam contributed to this great victory as much as those who stood vigilant for over forty

years along the frontiers of freedom.... We succeeded because of the strength of our ideas, and the courage to pursue them.... Winning the Cold War was a victory for American ideals. As Americans, we should be very proud. -pp. 51, 49

It took 45 years of constant vigilance by all of us to bring the Berlin Wall down- it didn't happen overnight. And it didn't end there; today our Army and the entire world are continually changing, continually moving forward.... We traveled a road guided by our values and principles. We were supported on our journey by a grateful nation and were accompanied by staunch allies.... We have stood shoulder to shoulder through over 40 years of steadfast preparedness. We have proven the resiliency and the adaptability of free people, acting as equal partners. -pp. 150, 28

Indeed, not only the North Atlantic area but the entire world today has shifted decidedly in favor of those values and ideals we hold central to justice and peace. But reality today also holds vestiges of the past, and harbors new elements of danger and uncertainty. The United States Army will remain a dedicated partner for peace and stability with our allies. Together we will provide the foundation for stability in a world that can become very dangerous, very quickly. -p. 28

A major part of the credit for the transformation sweeping Eastern Europe and the Soviet Union...belongs to NATO. NATO held the beacon of freedom until its light could penetrate the darkness of communism. The willingness of the nations of the Alliance to stand united in defense of their liberty for over 40 years, in hopeful times and periods of stress, provided the shield behind which democracy and market economies could flourish, eventually demonstrating even to the peoples of Eastern Europe the superiority of societies based upon liberty and respect for the individual. -p. 86

Vision

In an organization like ours, you have to think through what it is that you are becoming. You have to get out in front, mentally, and pull the organization to you. Like a marathon runner, you have to visualize the finish line- to see yourself there- and pull yourself along- not push- pull yourself to the future.... Intellectual change must precede physical change...you have to think your way through things first. -p. 342

Visualize the end state- where you want your unit or organization to be- in three months, in a year, at the end of your tenure. Have a mental image, a vision, of what you want to accomplish. Conceptualize how you and your team can achieve your vision and goals. -p. 139

Lacking strategic vision, an organization will tend to rely on individual milestones- the next budget, the crisis of the moment, or a specific operation- to guide its journey to the future. Moreover, it will tend to evaluate itself at each step by looking backwards- using a comfortable and irrelevant paradigm to judge its progress.... If you do not know where you are going, any road will get you there. -pp. 356, 341

Remember the vision: Total Force, trained and ready, service to nation, strategic, decisive victory. Reaching this vision means balancing change in both the institutional Army and the Army's fighting units. It means taking care of leaders and soldiers. Most of all it means keeping our eye on the ball. -p. 27

War

The root causes of war remain constant. People, whether political leaders in the traditional sense, or heads of other organizations, will start wars as a result of fear, hatred, greed, ambition and revenge. People will fight when they believe that they can accomplish their objectives by resorting to force, or when they think that they have no other alternative, or when pride, principles, or religious convictions demand it. Although the conduct of war will be different in the Information Age, the nature of war will remain remarkably the same. -p. 307

Change and continuity, when taken together, provide a foundation for examining 21st century warfare. Warfare cannot be understood properly if viewed in isolation; international and domestic realities form its content and must be understood as well.... What does it mean to read nuances? It means being able to understand fully the complexity of the environment of the conflict. It means being able to read a changing situation that includes not just military dimensions, but also political, economic, and cultural ones. Finally, it means being able to anticipate the changes- and being agile enough to alter our military actions quickly in a dynamic environment. -pp. 168, 390

While many of the conditions of war vary from age to age with the progress of weapons, there are certain

teachings in the school of history which remain constant.... It is wise to observe things that are alike, it is also wise to look for things that differ. -Alfred Mahan, p. 168

War and The Lessons From War

Our experience in the Gulf [War] was truly historic and, I believe, a watershed event. Our victory there was 20 years in the making. We raised the level of warfare to a plane that the Iraqi Army and even many of our coalition partners could not comprehend. The fact is, most of us were surprised by our degree of success, and we must not be lulled into believing that the next one will be as easy.

Victory further validated the wisdom of our emphasis on training and readiness, on the six imperatives. We learned and relearned many lessons about warfighting. But we have to be careful that we learn the right lessons. Let me offer my view from the top in broad terms about what we should and shouldn't learn.

Lessons. We learned that:

- The importance of joint warfare- both planning and execution.
- Strategic lift is essential to our strategy.
- Reserves play a critical role. We need early access.
- Leader development is key. Leaders are the resource with the longest lead time.
- Logistics is vital- need Total Asset Visibility.
- We need to be able to move armored capability quickly.
- There is a critical need for theater missile defense.
- The importance of a deployment/power projection mind-set throughout the force.
- The critical value of the CTCs.

Non-Lessons.... We have to be careful about what we learn. I think the example of the French and Germans after World War I provides an excellent illustration. The French and the Germans fought in the same war and with essentially the same equipment. The French won. And because they won, they drew certain lessons about how to fight war. The Germans also drew lessons from World War I, but their conclusions were somewhat different. The result is well known to each of you. The point is that in May 1940 the French and Germans faced each other with basically the same technology. Doctrine, training, and leadership were different. So with that in mind, there are a few lessons I think we should avoid from our recent experience in [the] Persian Gulf.

We shouldn't believe that DESERT STORM was the prototype for future wars. Each war tends to be unique

despite those manifestations of the principles of war that surface in each. DESERT STORM was a coalition of friends and former foes. We had six months to prepare. We had the luxury of full UN support. Saudi infrastructure was superb. No weapons of mass destruction were used. The geographic environment was conducive to the full application of our warfighting doctrine.

We shouldn't believe that we can afford to stand still or be satisfied with where we are today. The warfighting edge we demonstrated in the desert is fleeting and is always relative to the capabilities of a potential enemy. Wars like DESERT STORM and the global marketplace promote technology transfer to our potential enemies. Without continued emphasis on a balance among the six imperatives, and stressing self-improvement, we subject ourselves to loss of the ability to achieve decisive victory.

We shouldn't believe that any one service can be decisive without the cooperative effort of the others. DESERT STORM illustrated the effect of the synergy that comes from a well orchestrated joint effort. The services are complementary in nature. Despite the prominent initial role of airpower and the tremendous contribution it made to the defeat of the Iraqi Army, its contribution must be measured against the unique character of the war as well as against the need for missions- critical missions to achieving decisive victory- that airpower could not perform alone.

We shouldn't believe that we can eliminate the fog of war from the battlefield. I am the first to applaud the C3I capabilities we demonstrated in the Gulf- this was the key to our edge. These abilities played an integral role in our waging war at a level where the Iraqis could not compete. Yet our knowledge was not perfect. Moreover, war still remains a human endeavor, fraught with uncertainty and risk. Our experience with fratricide is a compelling example. Certainly we should continue to strive to reduce the fog. But let's not fool ourselves into an arrogance that will be dispelled by wasted lives. Technology does not predict the future; it cannot reveal intentions and motives. So no matter how trained and ready we are, there is still uncertainty and we cannot assume that we will have warning of impending hostilities or that we will be able to dominate our enemies' command and control....

We must face the fact that although what we have done in the past helped us win in the Gulf, the Gulf War has thrust us dramatically into a new era of warfare. -pp. 42-44

The World and The United States

We...lead the world...because others look to us as the embodiment of democratic values. -p. 46

The most effective response to a crisis is often a collective one and...our security interests are best furthered through cooperation with friends and allies. The growing interdependence of the international economy means that a military threat to the vital interests of one nation often will threaten the interests of other nations as well. Combined action is a logical response. At the same time, cooperation will maximize the power that can be brought to bear against an aggressor. The benefits of having allies can only increase as each of our countries reduces the size of its armed forces. -p. 83

The fundamental tenets of a new U.S. military strategy, to use military language, are these: strategic deterrence and defense, forward presence, crisis response, and reconstitution of forces and industrial capacity. This strategy supports the enduring objectives of the National Security Strategy by providing the capabilities needed to move rapidly to defend our interests in vital regions such as Europe, Northeast Asia, and the Persian Gulf. -p. 95

Territorial and political integrity, respect for human rights, the dignity of the individual, free trade, the uninhibited interactions of all nations and the respect for the rule of law- these are the unfinished business of international relations. -p. 46

Welcome to the 21st century. -p. 148

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